Manitoba Civil Service Commission

Commission de la fonction publique du Manitoba

Annual Report 2015-2016

Rapport annuel 2015-2016

Manitoba

Manitoba Civil Service Commission

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Commission de la fonction publique

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MINISTER RESPONSIBLE
FOR THE CIVIL SERVICE ACT

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

Her Honour the Honourable Janice C. Filmon, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba R3C 0V8

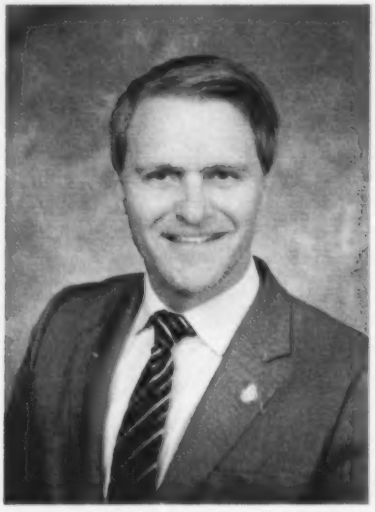
May It Please Your Honour:

I have the privilege of presenting the 98th Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2015 to March 31, 2016.

Respectfully submitted,

Original signed by Cameron Friesen

Honourable Cameron Friesen
Minister responsible for the Civil Service



MINISTER RESPONSIBLE
FOR THE CIVIL SERVICE ACT

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

Son Honneur l'honorable Janice C. Filmon, C.M., O.M.
Lieutenante-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

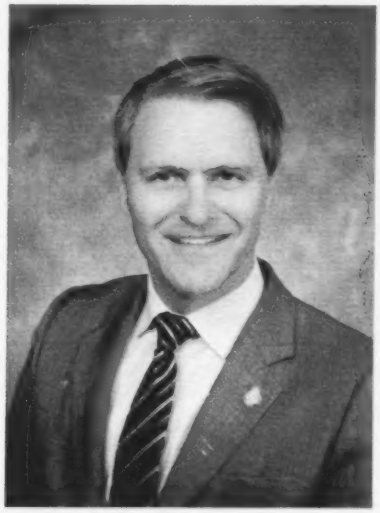
J'ai le privilège de vous soumettre le quatre-vingt-dix-huitième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1er avril 2015 au 31 mars 2016.

Le tout respectueusement soumis.

Le ministre responsable de la Fonction publique,

Original signé par Cameron Friesen

Cameron Friesen



Manitoba

Civil Service Commission

Honourable Cameron Friesen
Minister responsible for the Civil Service
Room 103 Legislative Building
Winnipeg MB R3C 0V8

Dear Mr. Friesen:

In accordance with the provisions of *The Civil Service Act*, I am pleased to forward to you, in your role as Minister responsible for the Civil Service, a copy of the 98th Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2015 to March 31, 2016 and includes a review of the commission's activities over that period.

Respectfully submitted,

Original signed by Shirley Delaquis

Shirley Delaquis
Chairperson
Manitoba Civil Service Commission Board

Manitoba

Civil Service Commission

M. Cameron Friesen
Ministre responsable de la Fonction publique
Palais législatif, bureau 103
Winnipeg (Manitoba) R3C 0V8

Monsieur,

Conformément aux dispositions de la Loi sur la fonction publique, j'ai l'honneur de vous soumettre le quatre-vingt-dix-huitième rapport annuel de la Commission de la fonction publique du Manitoba, que je vous prie de recevoir dans le cadre de vos fonctions à titre de ministre responsable de la Fonction publique.

Le rapport couvre la période allant du 1er avril 2015 au 31 mars 2016 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis.

La présidente du Conseil de la Commission de la fonction publique du Manitoba,

Original signé par Shirley Delaquis

Shirley Delaquis

Manitoba

Civil Service Commission

Office of the Civil Service Commissioner
935-155 Carlton Street
Winnipeg, MB R3C 3H8

Ms Shirley Delaquis
Chairperson
Civil Service Commission Board

Dear Ms Delaquis:

I have the honour of presenting the Annual Report for the Manitoba Civil Service Commission for the period of April 1, 2015 to March 31, 2016.

The Manitoba government is proud of its continued accomplishments with respect to attracting and developing its workforce. In recent years, the Manitoba government has been recognized as one of Manitoba's Top Employers, one of Canada's Top Employers for Young People, and one of Canada's Best Diversity Employers, and was once again recognized in these areas for 2015/16. We remain committed to promoting and sustaining fair, meritorious, equitable, and diverse staffing policies and practices, and offering training, development and support programs to ensure the civil service has the personnel and expertise required to deliver high quality services to Manitoba's citizens.

This year the Civil Service Commission launched an Enterprise Talent Management program for Assistant Deputy Ministers and equivalent positions to provide a corporate framework for the assessment and development of executive leadership skills. The program also serves to bring this group together at a corporate level and to broaden their visibility across the Manitoba government. This collaborative approach to professional development will continue to develop the skills and guide more consistent recruitment at the Assistant Deputy Minister level, and may be used as a model for future development programs at senior levels.

The Civil Service Commission works to proactively support initiatives that will reinforce our high ethical standards and expectations. As part of our commitment to promoting and ensuring a respectful, diverse, and inclusive workplace, we introduced three new online learning courses through Organization and Staff Development: *Values and Ethics in the Manitoba Government*, *Respectful Workplace and Harassment Prevention*, and the newly revised *Manitoba Government Corporate Orientation*.

Additionally, our department released a toolkit of new resources that will support both managers and employees in gaining a clearer understanding as to what constitutes workplace harassment, employee rights, prevention practices, how to report incidents, as well as the potential resolution and disciplinary processes.

We are proud to have partnered with the Canadian Association for Community Living and the Canadian Autism Spectrum Disorder Alliance in supporting work experience opportunities for individuals with intellectual disabilities or individuals on the autism spectrum through the new *Ready, Willing and Able Initiative*. This partnership supports the Manitoba Government Diversity and Inclusion Strategy, and our departmental priority of recruiting high quality personnel from diverse and representative backgrounds.

With funding from Employment and Social Development Canada, and the Service Canada Opportunities

Fund for Persons with Disabilities Program, the Civil Service Commission is committed to removing obstacles to participation for such individuals and to help educators, job developers, and employers plan for having these individuals enter the labour force. To this end, we are currently involved in *Project SEARCH*, a school-to-work transition program for students, and *Red River College Transforming Futures*, which provides post-secondary students opportunities to explore career options based on personal skills and interests.

Our new Social Media Policy clearly explains the expectations of civil servants while balancing the right to freedom of speech and the right to confidentiality with the employees' obligations to avoid political partisanship and unethical conduct when using social media platforms. The policy was developed through a collaborative and consultative process with various provincial departments and employee volunteer networks.

The Civil Service Commission is well positioned to meet its mandated aims in providing ethical, efficient, and inclusive human resource management support to the Manitoba government, and for the benefit of all Manitobans. As a department, we are proud of our accomplishments over the past year, and will continue to advance our work with integrity, respect, and dedication, and diligently serve the public. We are prepared and excited for the challenges of the upcoming year.

Respectfully submitted,

Original signed by Lynn Romeo

Lynn Romeo
Civil Service Commissioner

Manitoba

Civil Service Commission

Bureau de la commissaire de la fonction publique
155, rue Carlton, bureau 935
Winnipeg (Manitoba) R3C 3H8

Madame Shirley Delaquis
Présidente
Conseil de la Commission de la fonction publique

Madame la Présidente,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1er avril 2015 au 31 mars 2016.

Le gouvernement du Manitoba est fier des progrès continuels réalisés relativement au maintien et au développement de ses effectifs. Au cours des dernières années, le gouvernement du Manitoba a été nommé l'un des meilleurs employeurs au Manitoba, l'un des meilleurs employeurs au Canada pour les jeunes ainsi qu'en matière de diversité et il a de nouveau été reconnu comme tel en 2015-2016. Nous demeurons déterminés à promouvoir et à maintenir des politiques et des pratiques de dotation de personnel justes et équitables, qui sont fondées sur le mérite et contribuent à la diversité, mais aussi à offrir des programmes de formation, de perfectionnement professionnel et de soutien afin de faire en sorte que la fonction publique dispose des ressources humaines et de l'expertise requise pour offrir des services de grande qualité à la population manitobaine.

Cette année, la Commission de la fonction publique a lancé un programme de gestion des talents au sein du gouvernement qui s'adresse aux sous-ministres adjoints et aux titulaires de postes équivalents afin de fournir un cadre gouvernement d'évaluation et de développement des compétences de leadership pour les postes de direction. Le programme permet aussi de rassembler les membres de ce groupe au niveau de l'organisation et d'accroître leur visibilité dans l'ensemble du gouvernement du Manitoba. Cette approche collaborative du perfectionnement professionnel contribuera au développement des compétences et à un recrutement plus uniforme au niveau des postes de sous-ministre adjoint et pourra servir de modèle pour les programmes de développement futur au niveau des cadres supérieurs.

La Commission de la fonction publique soutient de manière proactive les initiatives qui renforceront nos normes d'éthique élevées et nos attentes en la matière. Dans le cadre de notre engagement à promouvoir et à garantir un milieu de travail respectueux, diversifié et favorisant l'inclusion, nous avons élaboré trois nouveaux cours en ligne qui sont offerts par Perfectionnement et formation : *Values and Ethics in the Manitoba Government* (valeurs et éthique au gouvernement du Manitoba), *Respectful Workplace and Harassment Prevention* (respect en milieu de travail et prévention du harcèlement), et la nouvelle version révisée de *Manitoba Government Corporate Orientation* (orientation sur le fonctionnement du gouvernement du Manitoba).

De plus, notre ministère a publié une trousse avec de nouvelles ressources qui permettront d'aider aussi bien les chefs de bureau que les employés à mieux comprendre ce qui constitue du harcèlement sur le lieu de travail, à mieux connaître les droits des employés, les pratiques préventives, la manière de signaler des incidents ainsi que les processus potentiels de résolution et de discipline.

Nous sommes fiers d'avoir collaboré avec l'Association canadienne pour l'intégration communautaire et l'Alliance canadienne des troubles du spectre autistique dans le cadre de l'*initiative Prêts, disponibles et capables* et de soutenir la création de possibilités d'expériences de travail pour des personnes ayant une

déficience intellectuelle ou un trouble du spectre de l'autisme. Ce partenariat s'inscrit dans la Stratégie de diversité et d'inclusion du gouvernement du Manitoba et contribue à notre objectif prioritaire de recruter du personnel de qualité, diversifié et représentatif.

Grâce à un financement d'Emploi et Développement social Canada et du Fonds d'intégration pour les personnes handicapées de Service Canada, la Commission de la fonction publique du Manitoba est déterminée à éliminer les obstacles à la participation de ces personnes et d'aider les éducateurs, les prospecteurs d'emploi et les employeurs à planifier en vue de l'entrée de ces personnes sur le marché du travail. Pour cela, nous participons actuellement au *Project SEARCH*, un programme de transition école-travail pour les élèves, et au programme *Transforming Futures* du Collège Red River qui offre aux étudiants postsecondaires des possibilités d'explorer leurs options de carrière en fonction de leurs compétences et de leurs intérêts personnels.

Notre nouvelle politique sur les médias sociaux explique clairement ce que nous attendons des fonctionnaires et tâche d'établir un équilibre entre la liberté d'expression et le droit à la confidentialité d'une part, et les obligations des employés d'autre part, comme éviter toute activité politique partisane et toute conduite contraire à l'éthique lorsqu'ils utilisent les plateformes des médias sociaux. La politique a été élaborée dans le cadre d'un processus de collaboration et de consultation avec divers ministères provinciaux et des réseaux d'employés bénévoles.

La Commission de la fonction publique est bien placée pour répondre aux objectifs de son mandat consistant à fournir des services de gestion des ressources humaines éthiques, efficaces et inclusifs au gouvernement du Manitoba, au profit de toute la population manitobaine. En tant que ministère, nous sommes fiers des réalisations de l'exercice passé et nous poursuivrons nos efforts avec intégrité, respect et dévouement, tout en continuant à servir le public avec diligence. Nous sommes impatients de relever les défis de l'année à venir et prêts à le faire.

Le tout respectueusement soumis.

La commissaire de la Fonction publique,

Original signé par Lynn Romeo

Lynn Romeo

Table of Contents / Table des matières

ORGANIZATION CHART **1**

ORGANIGRAMME **2**

INTRODUCTION AND OVERVIEW **3**

Report Structure 3

Governing Legislation 3

The Civil Service Act 3

The Public Interest Disclosure (Whistleblower Protection) Act 4

Environmental Scan 4

Composition of the Civil Service 4

Age Demographics 5

Employee Turnover 7

Diversity and Inclusion 7

INTRODUCTION ET APERÇU **10**

Structure du rapport 10

Lois et règlements en vigueur 10

Loi sur la fonction publique 10

Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles) 11

Analyse environnementale 11

Composition de la fonction publique 11

Répartition par âge 12

Roulement du personnel 14

Diversité et inclusion 14

ROLE OF THE CIVIL SERVICE COMMISSION **17**

Vision 17

Mission 17

Principles 17

Goals 17

RÔLE DE LA COMMISSION DE LA FONCTION PUBLIQUE **19**

Vision 19

Mission 19

Principes 19

Buts 19

CIVIL SERVICE COMMISSION BOARD **19**

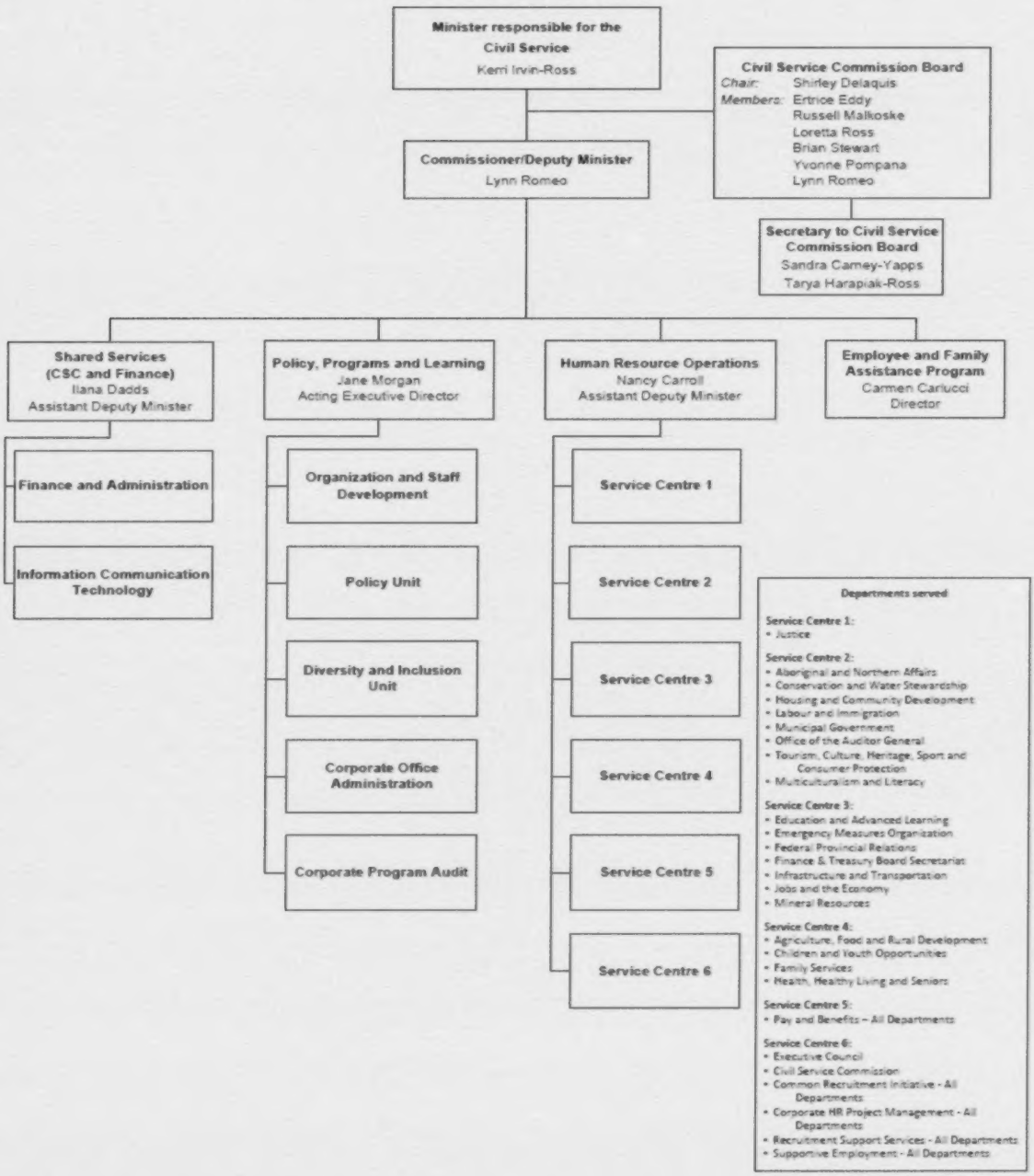
Board Members 19

Administration of *The Civil Service Act* 19

Quasi-Judicial Appeal Function 20
Board Activities 2015/16 20
EXECUTIVE SUPPORT 22
Overview 22
Objectives 22
Activities 22
The Public Interest Disclosure (Whistleblower Protection) Act 23
POLICY, PROGRAMS AND LEARNING 25
Overview 25
Objectives 25
Activities/Results 26
HUMAN RESOURCE OPERATIONS 29
Overview 29
Objectives 29
Activities/Results 29
INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT 31
Overview 31
Objectives 31
Activities/Results 31
EMPLOYEE AND FAMILY ASSISTANCE PROGRAM 34
Overview 34
Objectives 34
Activities/Results 34
CORPORATE SERVICES 36
(MANITOBA FINANCE AND CIVIL SERVICE COMMISSION) 36
Overview 36
SUSTAINABLE DEVELOPMENT 37
FINANCIAL INFORMATION SECTION 38
Part A – Operating Expenditure 38
Expenditure Summary by Sub-Appropriation 39
Revenue Summary by Source 40
Five-Year Operating Expenditure and Staffing Summary by Main Appropriation 41
CIVIL SERVICE COMMISSION PERFORMANCE MEASURES 44
APPENDICES 47
Appendix A - Definitions 47
Appendix B - Total Number of Civil Service Employees at March 31st 48

Appendix C - Renewal and Diversity 49
Recruitment, Development and Retention Programs 49
Management Internship Program (MIP) 49
Manitoba Diversity Internship Program (MDIP) 49
Career Gateway Program (CGP) 49
Volunteers in Public Service Program (VIPS) 50
Project SEARCH – High School Transition Program for Students with an Intellectual Disability 50
Red River College (RRC) Transforming Futures - College Program for Adults with Intellectual Disabilities 50
Diversity Employee Development Program (DEDP) 51
Programs Designed to Engage and Encourage Employees: 51
New Professionals Network (NPN) 51
Touchstone 51
Visible Minority Network (VM Net) 51
Civil Servants with Abilities Network (CSWAN) 51
Leadership Development Programs delivered by Organization and Staff Development: 52
Enterprise Talent Management (ETM) 52
Executive Leadership Development Program (ELDP) 52
Certificate in Public Sector Management (CPSM) Program 52
Essentials of Supervision Certificate (EOS) Program 52
Certificate in Public Sector Office Administration (CPSOA) 53
Office Professionals Certificate Program (OPCP) 53
Appendix D - Competition Statistics 54

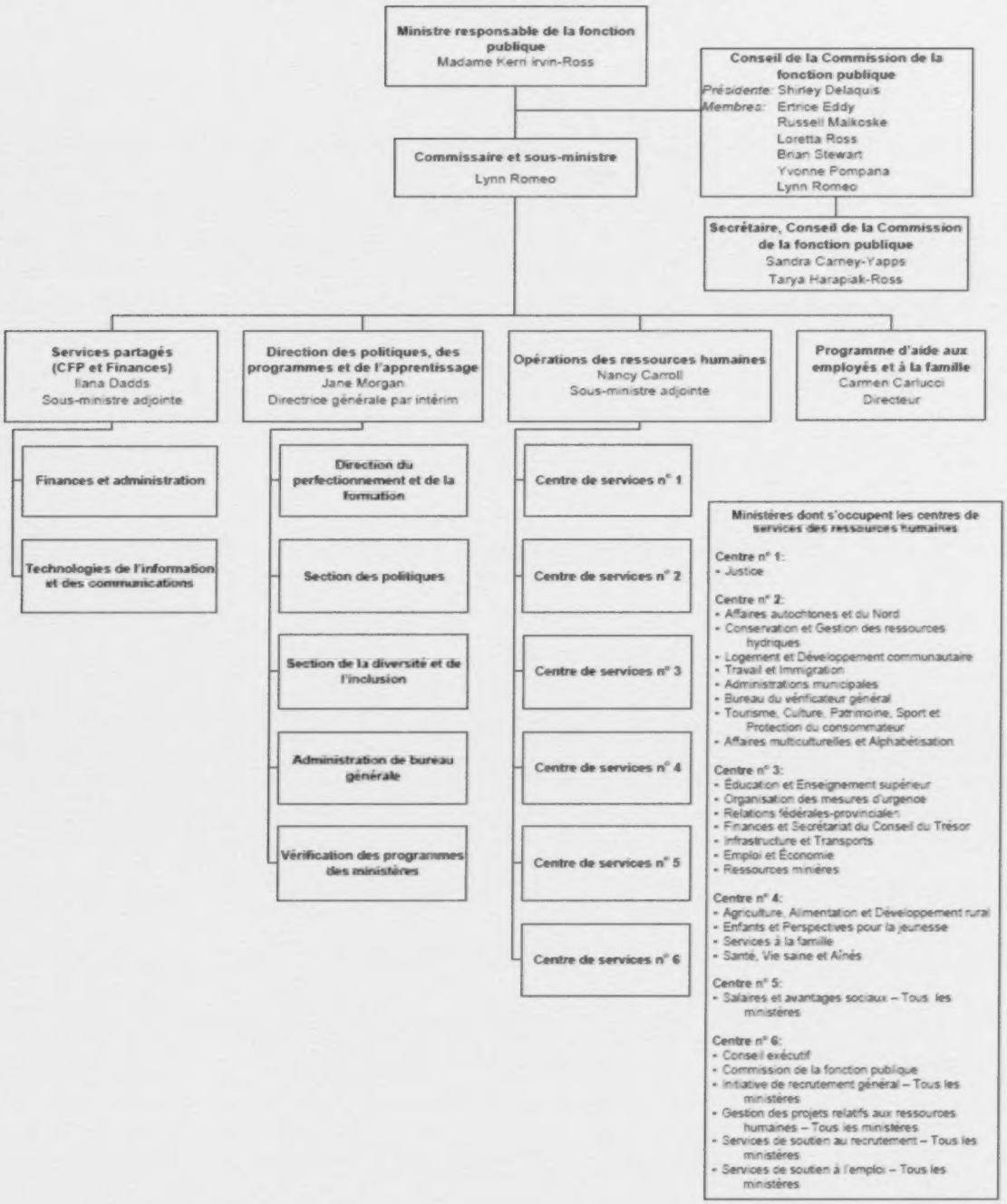
CIVIL SERVICE COMMISSION
ORGANIZATION CHART
AS AT MARCH 31, 2016



COMMISSION DE LA FONCTION PUBLIQUE

ORGANIGRAMME

AU 31 MARS 2016


Ministre responsable de la fonction publique
Madame Kerri Irvin-Ross
Conseil de la Commission de la fonction publique
Présidente: Shirley Delaquis
Membres: Ernice Eddy
Russell Malkoske
Loretta Ross
Brian Stewart
Yvonne Pompana
Lynn Romeo
Commissaire et sous-ministre
Lynn Romeo
Secrétaire, Conseil de la Commission de la fonction publique
Sandra Carney-Yapps
Tanya Harapiak-Ross
Services partagés (CFP et Finances)
Iliana Dadds
Sous-ministre adjointe
Direction des politiques, des programmes et de l'apprentissage
Jane Morgan
Directrice générale par intérim
Opérations des ressources humaines
Nancy Carroll
Sous-ministre adjointe
Programme d'aide aux employés et à la famille
Carmen Carlucci
Directeur
Finances et administration
Technologies de l'information et des communications
Direction du perfectionnement et de la formation
Section des politiques
Section de la diversité et de l'inclusion
Administration de bureau générale
Vérification des programmes des ministères
Centre de services n° 1
Centre de services n° 2
Centre de services n° 3
Centre de services n° 4
Centre de services n° 5
Centre de services n° 6
Ministères dont s'occupent les centres de services des ressources humaines
Centre n° 1:
• Justice
Centre n° 2:
• Affaires autochtones et du Nord
• Conservation et Gestion des ressources hydriques
• Logement et Développement communautaire
• Travail et Immigration
• Administrations municipales
• Bureau du vérificateur général
• Tourisme, Culture, Patrimoine, Sport et Protection du consommateur
• Affaires multiculturelles et Alphabétisation
Centre n° 3:
• Éducation et Enseignement supérieur
• Organisation des mesures d'urgence
• Relations fédérales-provinciales
• Finances et Secrétariat du Conseil du Trésor
• Infrastructure et Transports
• Emploi et Économie
• Ressources minières
Centre n° 4:
• Agriculture, Alimentation et Développement rural
• Enfants et Perspectives pour la jeunesse
• Services à la famille
• Santé, Vie saine et Aînés
Centre n° 5:
• Salaires et avantages sociaux – Tous les ministères
Centre n° 6:
• Conseil exécutif
• Commission de la fonction publique
• Initiative de recrutement général – Tous les ministères
• Gestion des projets relatifs aux ressources humaines – Tous les ministères
• Services de soutien au recrutement – Tous les ministères
• Services de soutien à l'emploi – Tous les ministères

INTRODUCTION AND OVERVIEW

Report Structure

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, which reflects the department's authorized vote approved by the Legislative Assembly. The annual report includes information at the main and sub-appropriation levels related to the commission's objectives, actual results achieved, financial performance and variances, and provides a five year historical table reflecting departmental expenditures and staffing.

Governing Legislation

The Civil Service Act

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Civil Service Act* and regulations. Treasury Board Secretariat is responsible for the administration of sections of the Act and regulations relating to classification, pay plans, rates of pay and collective bargaining.

According to subsection 5(1) of *The Civil Service Act* (the Act), the commission shall:

- apply and carry out the provisions of the Act and the regulations under its responsibility
- select and appoint civil servants, and be responsible for their promotion and transfer
- advise the minister having responsibility for the administration of the Act on problems concerning human resource management administration
- of its own motion or upon request of the Lieutenant Governor in Council, investigate and report on
    - the operation of the Act
    - the violation of any provision of the Act or the regulations
    - any alleged impersonation, fraudulent practices, or irregularities in connection with any examination held by, or under the authority of, the commission
- on the request of a minister or the chief officer of an agency of government to which the Act applies, investigate and report to the minister or chief officer upon any human resource management matter relating to the department or to the agency of the government
- appoint such employees as may be necessary to carry out the Act
- perform such other duties and functions as may be assigned to the commission by the Act or any other act of the Legislature or by the Lieutenant Governor in Council

Subsection 5(3) of the Act provides that the commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

The Public Interest Disclosure (Whistleblower Protection) Act

The Civil Service Commission continues the legislative development, implementation and administrative roles for *The Public Interest Disclosure (Whistleblower Protection) Act* across the commission. The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under the Act. A designated officers' network is in place to provide a cross-government forum for information-sharing, networking and exchanging ideas/experiences regarding their responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*.

Environmental Scan

The average age of the population in Canada and Manitoba continues to grow. In Manitoba, the median age of the population as of July 1, 2013 was 37.7, down from 38.1 as of 2006. Statistics Canada reports that as of July 1, 2013, the median age for Canada was 40.2 years.

In spite of the recent economic downturn, employers continue to have difficulty recruiting to positions in accounting, engineering and other physical sciences positions.

Employers are turning to previously under-utilized segments of our population and immigration to find new workers for their jobs.

Composition of the Civil Service

The following table shows the total number of active civil service employees by employee type[1] over the last four years.

Employee Type	2013	2014	2015	2016
Regular, Term, Technical and Departmental	14,611	14,432	14,238	14,318
Casual	494	359	439	537
Contract	28	24	24	21
Total	**15,133**	**14,815**	**14,701**	**14,876**

These figures include all active regular, term, technical, departmental, casual, and contract employees appointed under *The Civil Service Act* who work on a full-time or part-time basis.

These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or crown corporations not appointed under *The Civil Service Act*.

Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government taken as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements.

A breakdown of the total number of active employees by department is included in Appendix B on page 48.

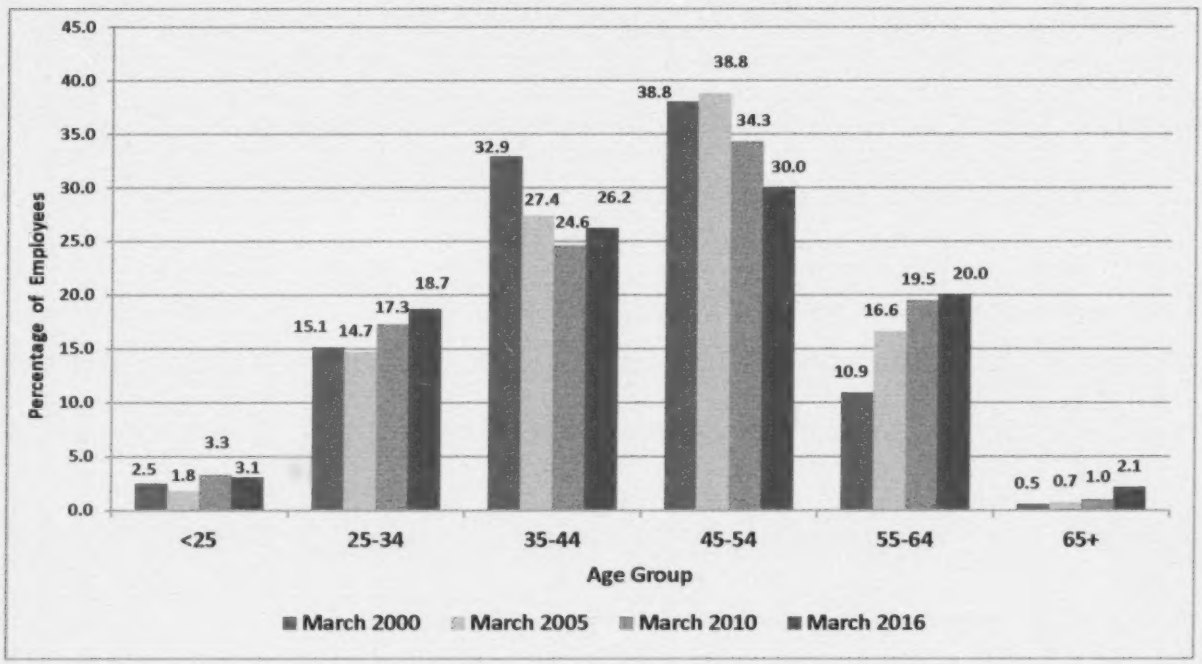
[1] See definitions in Appendix A on page 47.

Age Demographics

As at March 31, 2016, the average age of all civil servants was 45.2 years, and that of senior managers was 52.4 years. Recent projections show that 23.1% of civil servants[2] will be eligible to retire within five years, increasing to 39.8% within 10 years. At the senior manager[2] level, 44.4% of employees will be eligible to retire within five years, and 66.8% within 10 years.

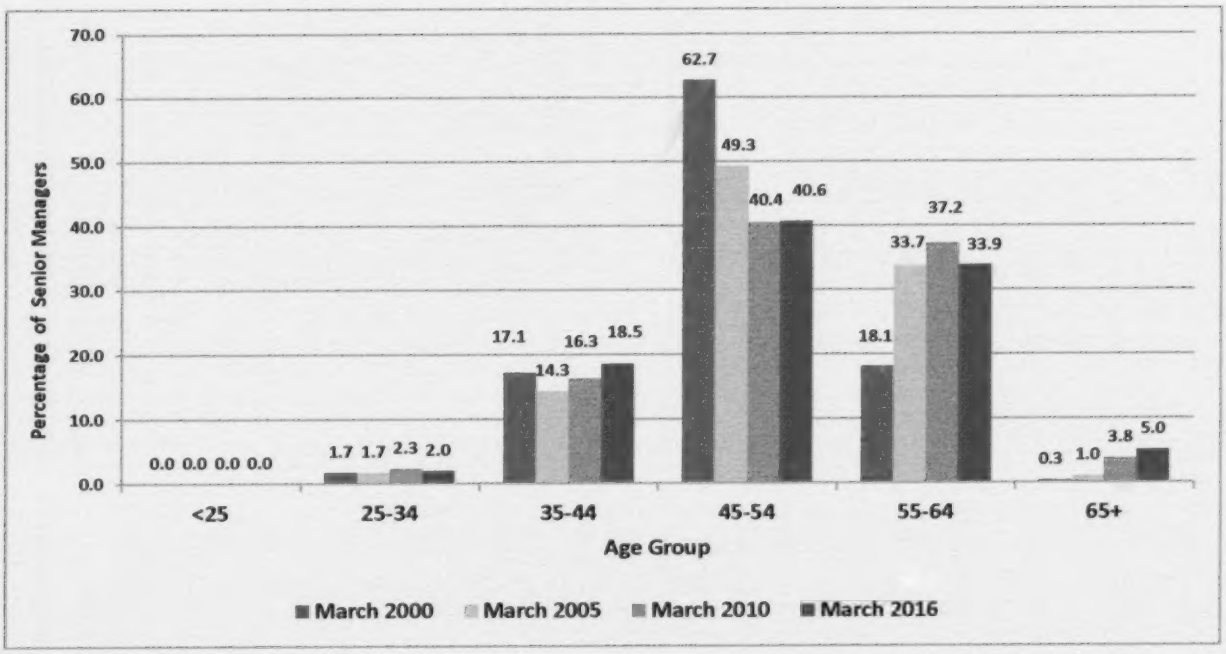
The following chart provides a breakdown of all active employees[2] by age group as at March 31, 2016, followed by a similar breakdown of senior managers.

All employees



[2] Based on active regular, term, technical and departmental civil servants (excludes contracts and casual).

Senior managers

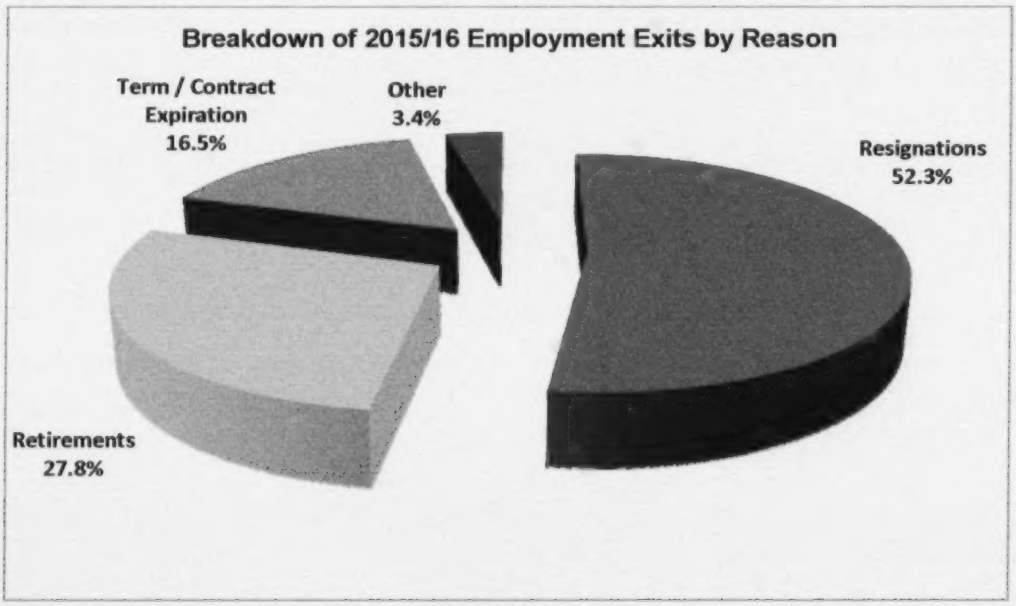


Employee Turnover

The overall turnover rate[3] gradually increased from 6.4% in 2009/10, to 8.1% in 2011/12, decreased slightly to 7.6% in 2014/15 and returned to 8.1% in 2015/16.

Statistics also indicate that the average age at which civil servants are retiring as of 2015/16 is 60.7 years, which is consistent with the past five years.

Over the course of 2015/16, a total of 2,020[4] employees left the civil service.



Diversity and Inclusion

The Manitoba Government Diversity and Inclusion Strategy was announced in March 2015, updating the previous Provincial Civil Service Diversity Strategy. The vision of the new strategy is to achieve an exemplary civil service that is inclusive and reflective of the population it serves.

The strategy has three primary objectives:

1. To recruit from a diverse, qualified group of potential applicants to build a representative workforce, at all levels of the organization.
2. To identify and remove employment barriers to enable the full participation of all employees.
3. To cultivate a culture that motivates individuals to contribute to their full potential and build a career with a high-performing Manitoba government.

Employment equity is an important aspect of diversity efforts.

[3] Turnover rate is based on regular employees only.
[4] Statistics on employee exits includes all employees (regular, term, technical, departmental, casual and contract).

The Employment Equity Policy identifies four groups for which specific representation benchmarks have been established:

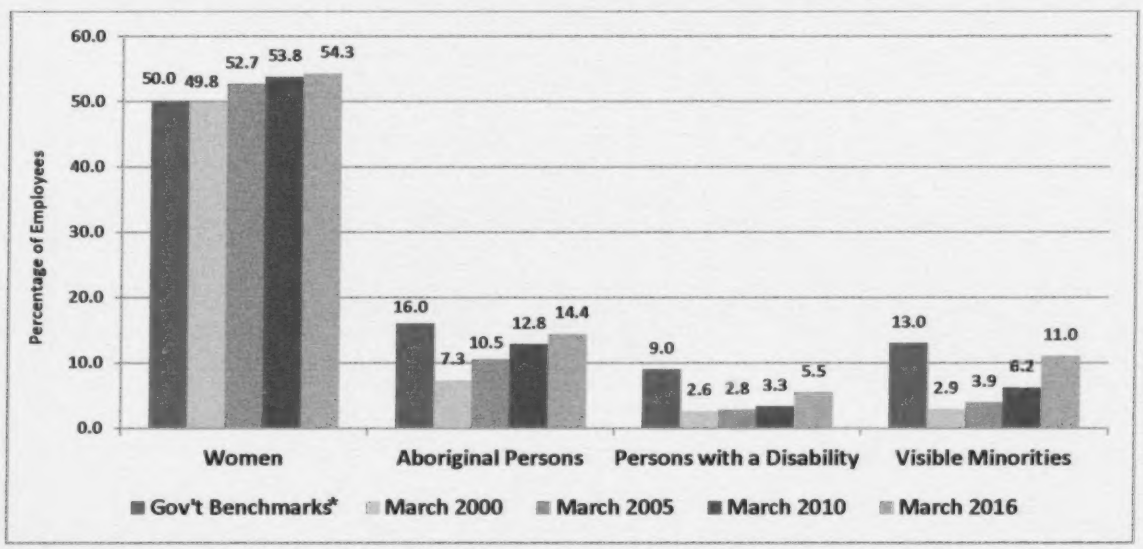
- Women
- Aboriginal persons – persons of North American Aboriginal ancestry, including First Nations (status and non-status Indians), Inuit and Métis
- Persons with a disability – persons whose functional limitations owing to their impairment have been accommodated or may require accommodation in their job or workplace, and/or persons who have a long-term or recurring impairment and believe an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, or persons who have a long-term or recurring impairment and consider themselves to be disadvantaged in employment by reasons of that impairment
- Visible minorities – persons, other than Aboriginal people, who because of their race or colour, are a visible minority; examples of visible minority include Black (e.g. African, Haitian, Jamaican and Somali), South Asian (e.g. East Indian, Pakistani, Punjabi and Sri Lankan), South East Asian (e.g. Cambodian, Indonesian, Laotian and Vietnamese), Arab / West Asian (e.g. Armenian, Egyptian, Iranian, Lebanese and Moroccan), Chinese, Filipino, Latin American, Japanese and Korean

Benchmarks were revised in 2015/16 as part of the new Manitoba Government Diversity and Inclusion Strategy (MGDIS). As part of the strategy, the benchmarks came into effect April 1, 2015 to better reflect current Manitoba demographics.

For information on 2015/16 activities related to diversity and inclusion, see the Internship, Equity and Employee Development Programs table on page 32.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2016.

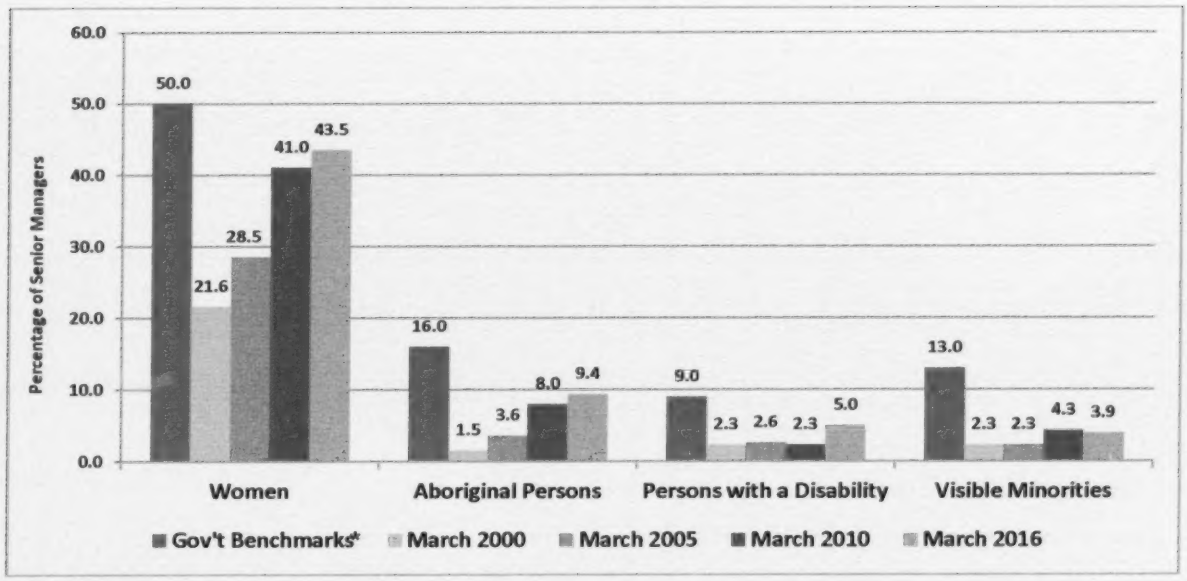
All employees[5]



*Revised Government benchmarks as at April 1, 2015

[5] Includes regular, term, technical and departmental positions (active and inactive).

Senior managers[6]



*Revised Government benchmarks as at April 1, 2015

[6] Includes regular, term and technical positions (active and inactive).

INTRODUCTION ET APERÇU

Structure du rapport

Le rapport annuel suit la structure des crédits de la Commission de la fonction publique qui reflète les crédits autorisés de ce ministère, approuvés par l'Assemblée législative. Il comprend des renseignements sur les objectifs de la Commission, sur les résultats obtenus et sur la performance et les écarts financiers pour les crédits principaux et les sous-crédits ainsi qu'un tableau récapitulatif des dépenses et de la dotation en personnel de la Commission pour les cinq dernières années.

Lois et règlements en vigueur

Loi sur la fonction publique

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la *Loi sur la fonction publique* et de ses règlements d'application. Le Secrétariat du Conseil du Trésor est chargé de l'administration des articles de la Loi et de ses règlements d'application en ce qui concerne la classification, les systèmes de rémunération, les taux de rémunération et les négociations collectives.

Conformément au paragraphe 5(1) de la *Loi sur la fonction publique* (la « Loi »), la Commission :

- applique la Loi et les règlements dont elle est chargée;
- choisit et nomme les fonctionnaires, et voit à leur promotion et à leur mutation;
- conseille le ministre responsable de l'application de la Loi sur les questions relatives à la gestion des ressources humaines;
- de sa propre initiative ou sur demande du lieutenant-gouverneur en conseil, fait enquête et rapport :
    - sur le fonctionnement de la Loi,
    - sur la violation d'une disposition de la Loi ou des règlements,
    - sur toute allégation d'usurpation d'identité, de manœuvres frauduleuses ou d'irrégularités à l'occasion d'un examen tenu par la Commission ou sous son autorité;
- à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la Loi, examine toute question relative à la gestion des ressources humaines du ministère ou de l'organisme et fait rapport au ministre ou, le cas échéant, au directeur de l'organisme;
- sous réserve des dispositions de la Loi, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la Loi, une autre loi de la Législature ou le lieutenant-gouverneur en conseil lui assigne.

Conformément au paragraphe 5(3), l'autorité que possède la Commission de signer certains documents, procès-verbaux ou instruments, peut être déléguée à d'autres personnes, si la Commission le juge à propos.

Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)

La Commission de la fonction publique poursuit son travail d'élaboration et de mise en œuvre de la *Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)* et remplit les fonctions administratives qui y sont associées pour l'ensemble de la commission. La Commission agit comme expert auprès des ministères et des organismes publics et leur fournit des conseils concernant les obligations que leur impose la Loi. De plus, un réseau de fonctionnaires désignés a été établi pour que ceux-ci disposent d'un forum pangouvernemental pour la mise en commun d'information, le réseautage et l'échange d'idées et d'expériences concernant leurs responsabilités en vertu de cette loi.

Analyse environnementale

L'âge moyen de la population au Canada et au Manitoba continue de croître. Au 1er juillet 2013, l'âge moyen au Manitoba était de 37,7 ans, soit en baisse par rapport à 2006 où il était de 38,1 ans. D'après Statistique Canada, à compter du 1er juillet 2013, l'âge médian au Canada était de 40,2 ans.

En dépit du récent ralentissement économique, les employeurs ont toujours du mal à recruter du personnel dans les domaines de la comptabilité, de l'ingénierie et des sciences physiques.

Ils se tournent donc vers des segments de notre population jusque-là sous-utilisés ainsi que vers l'immigration pour trouver de nouveaux travailleurs et pourvoir aux postes vacants.

Composition de la fonction publique

Le tableau suivant indique le nombre total de fonctionnaires par type de poste[7] au cours des quatre dernières années.

Type de poste	2013	2014	2015	2016
Postes réguliers, temporaires, spéciaux et ministériels	14 611	14 432	14 238	14 318
Postes occasionnels	494	359	439	537
Postes contractuels	28	24	24	21
Total	**15 133**	**14 815**	**14 701**	**14 876**

Ces chiffres incluent tous les employés actifs réguliers, temporaires, titulaires de postes spéciaux et ministériels, occasionnels et contractuels nommés en vertu de la Loi sur la fonction publique, travaillant à temps plein ou partiel.

Ces statistiques n'englobent pas les employés des entités publiques (p. ex., enseignants, employés des offices régionaux de la santé) ni des sociétés d'État qui ne sont pas nommées en vertu de la Loi sur la fonction publique.

Les statistiques sur le nombre d'employés sont basées uniquement sur le nombre total d'employés actifs figurant sur la liste de paie du gouvernement du Manitoba au 31 mars de chaque année. Il faut noter que le nombre total d'employés varie quotidiennement en raison de facteurs comme les activités normales de dotation et les exigences en matière d'emplois saisonniers.

La répartition ministérielle du nombre total d'employés actifs figure dans l'annexe B, page 48.

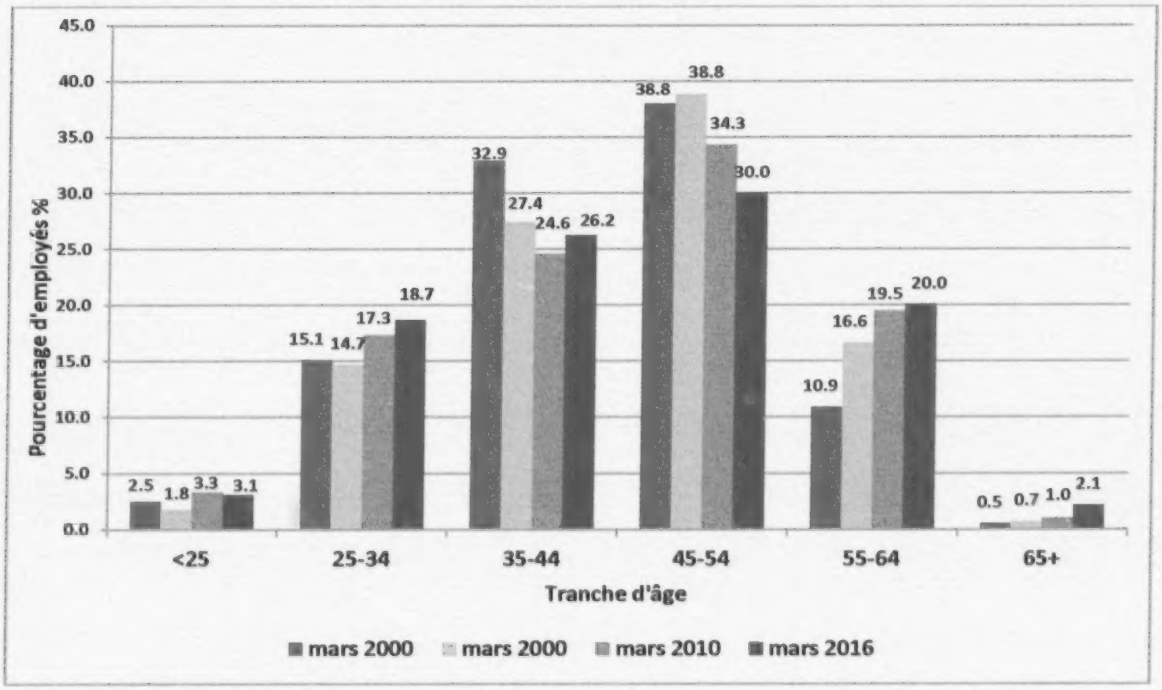
[7] Voir les définitions à l'Annexe A, à la page 47.

Répartition par âge

Au 31 mars 2016, l'âge moyen dans la fonction publique était de 45,2 ans, et celui des cadres supérieurs était de 52,4 ans. De récentes projections indiquent que le pourcentage de fonctionnaires[8] admissibles à la retraite sera de 23,1 % d'ici cinq ans et de 39,8 % d'ici dix ans. Pour les cadres supérieurs[2], 44,4 % le seront d'ici cinq ans, et 66,8 %, d'ici dix ans.

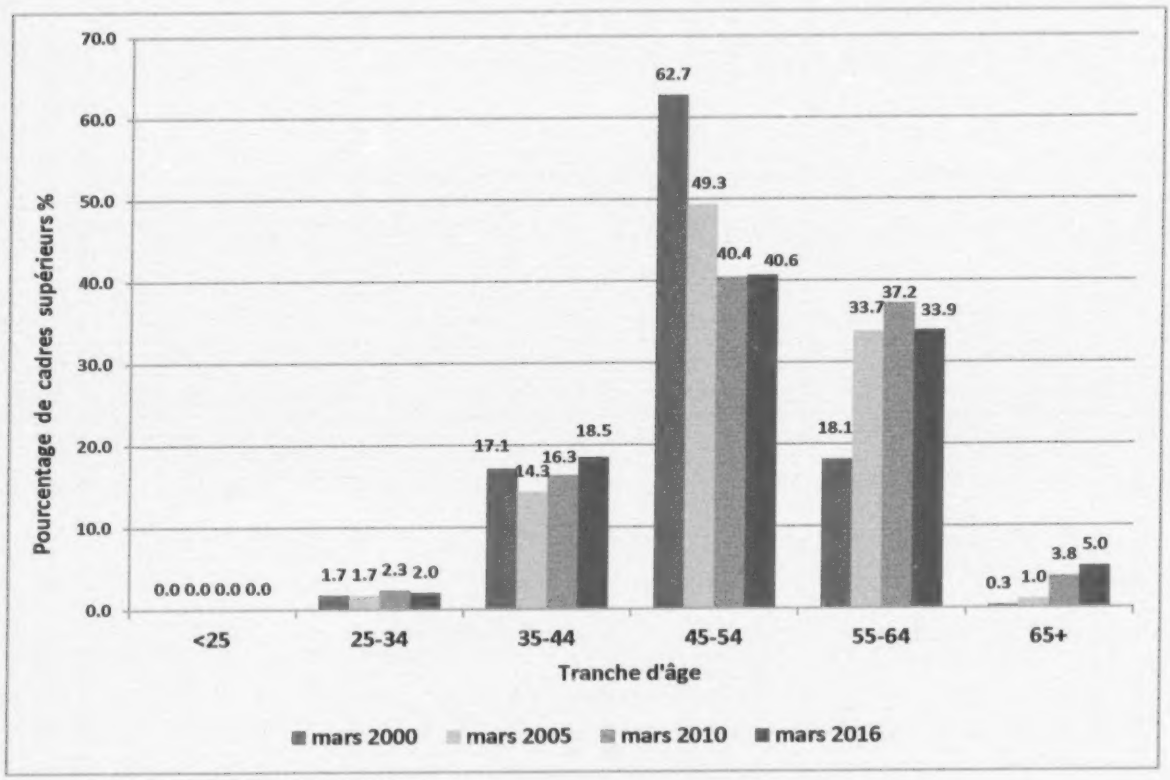
Les diagrammes suivants décrivent respectivement la répartition de tous les employés actifs[2] et celle des cadres supérieurs, par tranche d'âge, au 31 mars 2016.

Tous les employés



[8] D'après le nombre d'employés actifs réguliers, temporaires, titulaires de postes spéciaux et ministériels (excluant les employés occasionnels et contractuels).

Cadres supérieurs

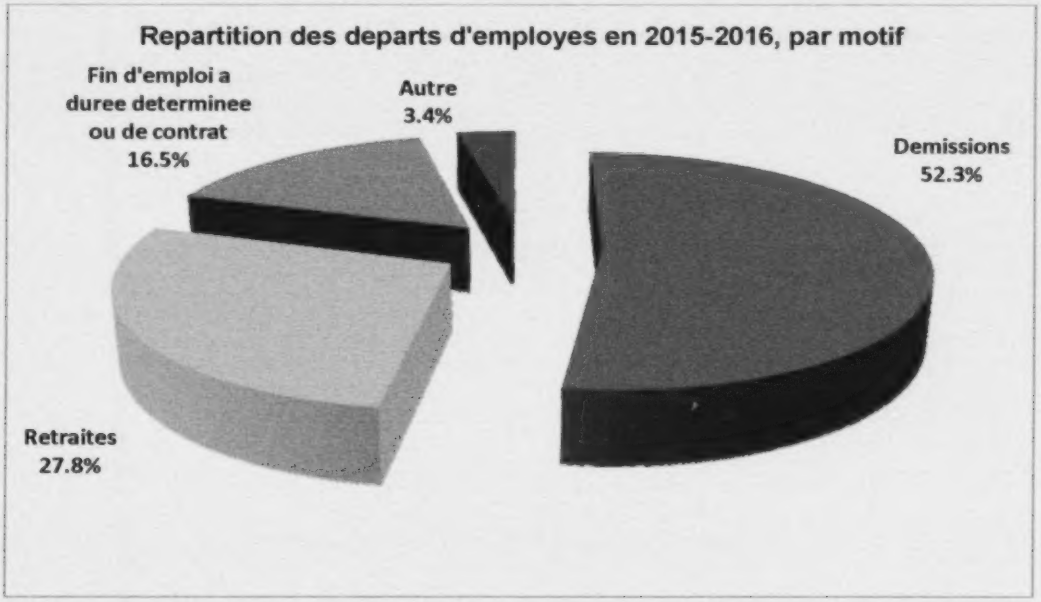


Roulement du personnel

Le taux global de roulement[9] a augmenté progressivement de 6,4 % en 2009-2010 à 8,1 % en 2011-2012, pour baisser légèrement à 7,6 % en 2014-2015 et revenir à 8,1 % en 2015-2016.

De plus, les statistiques indiquent que les employés de la fonction publique qui prennent leur retraite à compter de l'exercice 2015-2016 ont en moyenne 60,7 ans, ce qui correspond à la tendance observée au cours des cinq dernières années.

Au cours de l'exercice 2015-2016, 2 020 employés[10] ont quitté la fonction publique.


Repartition des departs d'employes en 2015-2016, par motif
Fin d'emploi a duree determinee ou de contrat 16.5%
Autre 3.4%
Demissions 52.3%
Retraites 27.8%

Diversité et inclusion

La Stratégie de diversité et d'inclusion du gouvernement du Manitoba a été annoncée en mars 2015. Elle remplace la précédente Stratégie relative à la diversité dans la fonction publique provinciale. La vision énoncée dans la nouvelle stratégie est celle d'une fonction publique exemplaire et inclusive qui est représentative de la population qu'elle sert.

La stratégie a trois principaux objectifs :

4. Recruter une main-d'œuvre représentative à tous les niveaux du gouvernement à partir d'un groupe diversifié de candidats potentiels qualifiés.
5. Déterminer et supprimer les obstacles à l'emploi afin de permettre une pleine participation de tous les employés.
6. Entretenir une culture qui encourage les individus à contribuer à leur plein potentiel et à construire une carrière dans une fonction publique manitobaine performante.

L'équité en matière d'emploi est un important aspect des efforts déployés pour la diversité.

[9] Le taux de roulement est calculé en fonction des employés réguliers seulement.
[10] Les statistiques sur les départs d'employés comprennent tous les employés (réguliers, temporaires, titulaires de postes spéciaux, ministériels, occasionnels et contractuels).

La politique d'équité en matière d'emploi vise quatre groupes désignés pour lesquels des taux de représentation repères ont été fixés :

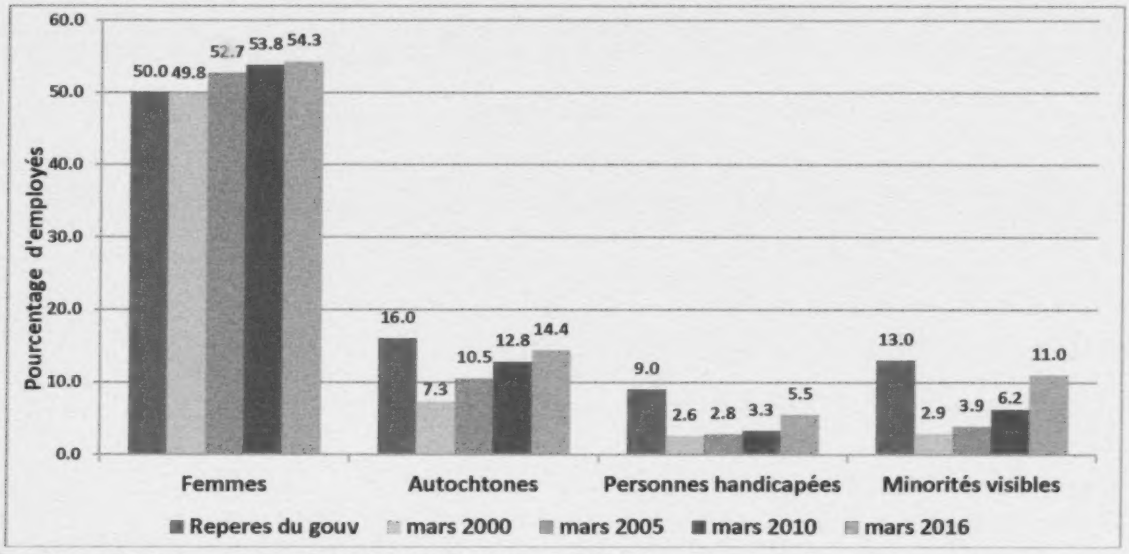
- Femmes
- Les Autochtones – personnes d'ascendance autochtone nord-américaine, y compris les membres des Premières Nations (Indiens inscrits et non inscrits), les Inuits et les Métis;
- Les personnes handicapées – les personnes qui, en raison de limitations fonctionnelles liées à leur déficience, ont fait ou pourront faire l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail; les personnes ayant un handicap de longue durée ou persistant et qui pensent que leur employeur ou qu'un employeur éventuel les considérera comme désavantagées pour exercer un emploi en raison de cette déficience et les personnes qui ont une déficience durable ou récurrente et qui se considèrent comme désavantagées pour exercer un emploi en raison de cette déficience;
- Les minorités visibles – les personnes non autochtones qui, en raison de leur race ou de leur couleur, sont considérées comme faisant partie d'une minorité visible. Les minorités visibles sont par exemple les personnes de race noire (p. ex., les Africains, les Haïtiens, les Jamaïcains et les Somaliens), les Asiatiques du Sud (p. ex., les Indiens, les Pakistanais, les Panjabis et les Sri-Lankais), les Asiatiques du Sud-Est (p. ex., les Cambodgiens, les Indonésiens, les Laotiens et les Vietnamiens), les Arabes et les Asiatiques de l'Ouest (p. ex., les Arméniens, les Égyptiens, les Iraniens, les Libanais et les Marocains), les Chinois, les Philippins, les Sud-Américains, les Japonais et les Coréens.

Les taux de représentation repères ont été révisés en 2015-2016 dans le cadre de la nouvelle Stratégie de diversité et d'inclusion du gouvernement du Manitoba. En vertu de cette stratégie, les taux de représentation repères sont entrés en vigueur le 1er avril 2015 afin de mieux refléter la composition démographique actuelle de la population manitobaine.

Pour obtenir plus de renseignements sur les activités de 2015-2016 liées à la diversité et à l'inclusion, consultez le tableau sur les programmes de stages, d'équité et de perfectionnement du personnel de la page 32.

Les diagrammes suivants présentent les objectifs en matière d'équité, des données historiques et les taux de représentation au 31 mars 2016.

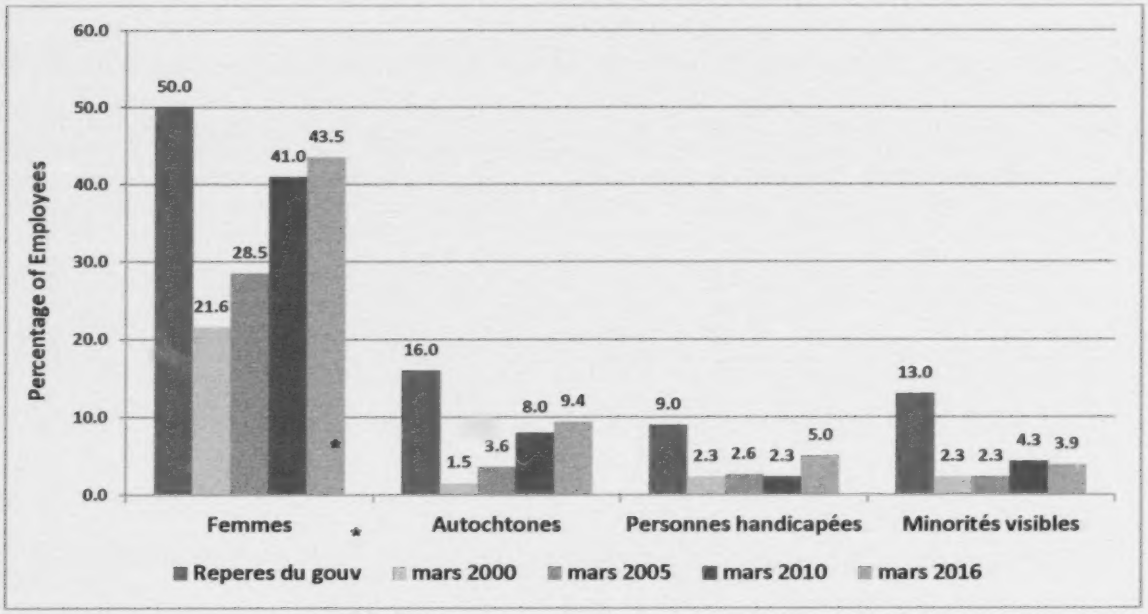
Tous les employés[11]



*Taux de représentation repères révisés du gouvernement, au 1er avril 2015.

[11] Les chiffres comprennent les postes réguliers, temporaires, spéciaux et ministériels (actifs et inactifs).

Cadres supérieurs[12]



*Taux de représentation révisés du gouvernement au 1er avril 2015.

[12] Les chiffres comprennent les postes réguliers, temporaires et spéciaux (actifs et inactifs).

ROLE OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission works with Treasury Board Secretariat to lead the development, management and delivery of human resource strategies and programs consistent with the provisions of *The Civil Service Act*, responsive to general policy and supportive of departmental and/or broad organizational goals.

The Act provides for the management, direction and administration of human resource management matters within the government. This is achieved through the combination of a Civil Service Commission Board and an independent and impartial agency reporting through a commissioner/deputy minister to the Minister responsible for the Civil Service.

Vision

The highest standard of public service provided by a dedicated and representative workforce.

Mission

To provide human resource leadership and services which sustain and inspire public service.

Principles

The Civil Service Commission carries out its responsibilities in accordance with the values shared by all Manitoba government employees:

- act in the public interest
- act with integrity
- act with respect for others
- act with skill and dedication

Goals

The policies, programs and services for the commission are dedicated to:

- the continued attraction, engagement and productivity of a valued public service
- the enhancement of a workplace that is inclusive and respectful
- strengthening of strategic human resource management

RÔLE DE LA COMMISSION DE LA FONCTION PUBLIQUE

La Commission, en collaboration avec le Secrétariat du Conseil du Trésor, assure le développement, la gestion et la prestation de stratégies et de programmes de ressources humaines qui respectent les dispositions de la Loi sur la fonction publique, peuvent facilement être alignés sur les politiques générales et soutiennent des objectifs ministériels ou de grands objectifs gouvernementaux.

La Loi traite de la gestion, de l'orientation et de l'administration des questions de ressources humaines au sein du gouvernement. Cela est possible par l'action conjuguée du Conseil de la Commission de la fonction publique et d'un organisme indépendant et impartial rendant compte, par l'intermédiaire d'un commissaire ou d'un sous-ministre, au ministre responsable de la Fonction publique.

Vision

Offrir des services publics de la plus grande qualité grâce à une main-d'œuvre dévouée et représentative.

Mission

Offrir du leadership et des services en matière de ressources humaines qui assureront la stabilité de la fonction publique et inspireront ses employés.

Principes

La Commission de la fonction publique assume ses responsabilités en accord avec les valeurs que partagent tous les employés du gouvernement du Manitoba :

- agir dans l'intérêt du public;
- agir avec intégrité;
- agir dans le respect des autres;
- agir avec compétence et dévouement.

Buts :

Les politiques, programmes et services de la Commission visent :

- à ce que notre précieuse fonction publique reste un milieu de travail attirant, engagé et productif;
- à améliorer un lieu de travail inclusif et respectueux;
- à renforcer la gestion stratégique des ressources humaines.

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board is constituted under subsection 4(1) of *The Civil Service Act* and consists of not less than three or more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members may constitute a quorum for any business of the board. Six of the members are citizen members including the chairperson.

Board Members

Shirley Delaquis, Chairperson/Citizen Member
Ertrice Eddy, Citizen Member
Russell Malkoske, Citizen Member
Yvonne Pompana, Citizen Member
Loretta Ross, Citizen Member
Brian Stewart, Citizen Member
Lynn Romeo, Civil Service Commissioner

A secretary, who is not a member of the board, provides functional guidance and staff support for all the board activities. The secretary manages the board's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Administration of *The Civil Service Act*

The board applies and carries out those provisions of *The Civil Service Act* (the Act) for which it is responsible. They include:

- ensuring the principles of staffing (merit, fairness and equity) are upheld in accordance with the Act and approving staffing policies and standards
- delegating recruitment and selection authority to staff of the commission, deputy ministers and others performing staffing functions in order that they may administer provisions of the Act, and monitoring on a regular basis delegated statutory authority through an audit process
- ongoing monitoring and support of the government's Employment Equity Policy as it relates to recruitment and selection
- providing an independent quasi-judicial appeal function for employees under the Act, regulations and applicable collective agreements
- ensuring consistent and equitable treatment of all matters within the board's jurisdiction
- ensuring the maintenance and revision of policy authorities and delegations
- advising the Minister responsible for the Civil Service and the commissioner on human resource management matters within government that fall under the board's jurisdiction
- developing and maintaining regulations under the board's statutory responsibility relating to the Conditions of Employment Regulation under the Act
- reviewing and approving the annual report of the commission for submission to the Minister responsible for the Civil Service

The board carries out its functions and responsibilities through the staff organization outlined in this annual report. In addition, the board receives regular presentations from commission staff on new and ongoing programs and policy initiatives.

Quasi-Judicial Appeal Function

The board, in its appeal function, is an independent and impartial appeal tribunal and operates on the basis of its rules of procedure, the provisions of *The Civil Service Act*, regulations, collective agreements, rules of evidence, and the principles of natural justice and procedural fairness.

The board determines appeals on the basis of: evidence and argument presented to the appeal board; previous board precedents; arbitral jurisprudence; its assessment and weighing of the evidence and arguments provided; and, upon consideration of the provisions of the Act, regulations and collective agreements and applicable policy.

The board has all the powers of commissioners appointed pursuant to Part V of *The Manitoba Evidence Act* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The appeal function includes:

- classification appeals from excluded employees, bargaining unit employees and management
- selection appeals from both excluded employees and bargaining unit employees following selection grievances
- disciplinary appeals from excluded employees following grievance procedures
- appeals on alleged violations of *The Civil Service Act*
- conflict of interest appeals from government employees
- appeals on delegated administrative review decisions to overturn staffing competitions
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial

Board Activities 2015/16

During 2015/16, the board met on a regular basis to review matters of concern and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2013/14	2014/15	2015/16
Submissions:			
Staffing Audit Report(s)	2	3	2
Diversity/Employment Equity Audit Report(s)	2	7	5
Progress Memos on Audit Recommendation(s)	-	2	3
Revisions to Staffing Delegation[13]	6	5	7
Human Resource Policy Approval	2	9	3
Other	-	-	-

The board maintains an overview of commission and department human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, and human resource practices and policies. The board attended the annual conference held by the Manitoba Council of Administrative Tribunals (MCAT Inc.). One member also attended board performance training with the Crown Corporations Council.

[13] Includes delegation of recruitment and selection authority.

Staff presentations to the board included:

- a presentation on the Manitoba Government Diversity and Inclusion Strategy
- a summary of the revisions to the Conflict of Interest Policy
- an overview of the Civil Servants with Abilities Network

Appeals	Fiscal Years		
	2013/14	2014/15	2015/16
Initiated	19	17	12
Carried over from previous year[14]	24	19	10
Withdrawn	17	5	6
Heard	7	10	7
Granted	1	5	5
Granted other than requested	-	-	-
Denied	6	5	2
Carried over to next fiscal year	19	21	20

The board continues to review all appeal decisions once issued to ensure consistency and common understanding of the issues determined. The board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2015/16 primarily involved classification appeals. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

Appeals by Type	Initiated 2015/16	Carried from 2014/15	Withdrawn	Granted	Granted Other	Denied	Carried to 2016/17
Classification	8	8	5	5	-	2	17
Selection	3	-	1	-	-	-	2
Conflict of Interest	-	-	-	-	-	-	-
Benefits Administration	-	-	-	-	-	-	-
Over-Range	-	-	-	-	-	-	-
Dismissal	-	-	-	-	-	-	-
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	1	-	-	-	-	-	1
Implementation of CSC Decision	-	-	-	-	-	-	-
Total	**12**	**8**	**6**	**5**	**-**	**2**	**20**

[14] Appeals carried over relate to a number of appeals in process such as those that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a written decision from an appeal board.

EXECUTIVE SUPPORT

Overview

Executive Support provides management direction and coordination for the Civil Service Commission programs, advises the government on human resource issues in government, and provides advisory, consulting and administrative services to the Civil Service Commission Board.

Objectives

The objectives of Executive Support are to:

- provide executive policy direction for, and coordination of, commission programs
- advise the government, through the minister responsible, on human resource management issues in government
- provide advisory, consulting and administrative services to the board
- develop and implement government human resource policy and programs
- monitor and support the government's diversity and employment equity efforts
- provide a responsive, consistent and high standard of human resource services to all departments of the government
- maintain comprehensive regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

Activities

- Through the program areas of the commission, provide comprehensive human resource management services, policies and programs consistent with *The Civil Service Act* and government policy, and support for governmental and departmental goals
- Oversee the recruitment, selection and appointment of executive staff, including leadership development
- Monitor, evaluate and support the implementation of diversity and employment equity across the government
- Oversee the continuous improvement of human resource services in government to strengthen the coordination of human resource activities, and to focus on corporate priorities while being responsive to departmental needs
- Manage and direct the executive functions of the commission and the development of strategic initiatives and programs
- Manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals
- Provide policy, jurisdictional and legal consultation and advice to executive government management
- Provide expertise and guidance to departments and public bodies regarding their statutory responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba civil service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba civil service.

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or counselling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

In April 2014, the commission received the report on the review of *The Public Interest Disclosure (Whistleblower Protection) Act* (the Report). The Report noted Manitoba was the first province in Canada to introduce this type of legislation on a stand-alone basis and any assessment of its effectiveness should be considered in the context of the evolution of whistleblower protection laws in Canada and elsewhere since the Act was proclaimed. The Report contained ten recommendations aimed at improving the functioning of the Act.

On June 11, 2015 the Minister responsible for the Civil Service introduced Bill 40 - *The Public Interest Disclosure (Whistleblower Protection) Amendment Act*. The Bill proposed changes to strengthen and clarify provisions of the Act as recommended in the Report. The legislative session ended on June 30, 2015 and the Bill did not proceed beyond First Reading.

The following is a summary of disclosures received by the commission for fiscal year 2015/16:

Information Required Annually (per Section 18 of The Act)	**Fiscal Year 2015/16**
The number of disclosures received, and the number acted on and not acted on. *Subsection 18(2)(a)*	**NIL**
The number of investigations commenced as a result of a disclosure. *Subsection 18(2)(b)*	**NIL**
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. *Subsection 18(2)(c)*	**NIL**

1 (a) Executive Support

Expenditures by Sub-Appropriation	Actual 2015/2016 $(000s)	Estimate 2015/2016 FTEs	Estimate 2015/2016 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	479	4.00	477	2	
Other Expenditures	55		62	(7)	
Total Sub-Appropriation	**534**	**4.00**	**539**	**(5)**	

Note:

(a) Executive Support salaries and employee benefits include aggregate compensation of $22 paid to Civil Service Commission Board Members in 2015/16.

POLICY, PROGRAMS AND LEARNING

Overview

Policy, Programs and Learning develops and implements initiatives, policies, and programs that sustain and inspire the Manitoba civil service. The branch provides learning and development opportunities and organizational consulting services that enable employees to deliver on government's service commitments. The branch also provides leadership and support to departments in strategic employee learning and development, and helps government employees understand their responsibility in creating a positive work environment.

The branch is committed to the implementation of human resource actions that:

- strengthen the human resource policy and governance framework
- improve staffing efficiency, consistency and effectiveness
- increase the leadership capacity of employees within the Manitoba government
- increase opportunities to enhance diversity and inclusion
- improve the workplace environment and culture
- introduce human resource innovations

Objectives

The objectives of Policy, Programs and Learning are to:

- build representative, inclusive and fulfilling workplaces throughout government
- develop employee and organization capacity
- introduce innovative human resource policies and practices
- ensure a consistent and high standard of human resource services
- align learning and development programming and services with corporate and department goals and priorities
- lead employee development towards continuous learning
- enhance the organization management and leadership capacity of the government to achieve results of higher public value at a lower overall cost to society
- develop a commission with the skills and abilities to meet the government's present and future operational demands
- be a strategic partner with departments to meet their learning and development needs to sustain effective government
- educate and promote awareness of the Respectful Workplace and Harassment Prevention Policy to all levels within government
- assist in resolving respectful workplace issues in a fair and respectful manner
- assist in the promotion of diverse and respectful workplaces in the government

Activities/Results

- Lead and support departments in the development and implementation of activities relating to the diversity and inclusion goals of the Manitoba government. During 2015/16:
    - new employment equity representation benchmarks for Aboriginal persons, visible minorities and persons with a disability came into effect as at April 1, 2015. This was in conjunction with the Manitoba Government Diversity and Inclusion Strategy. The new benchmarks are:
        - Aboriginal Persons – 16%
        - Persons with a Disability – 9 %
        - Visible Miniorities – 13%
        - Women – 50%
    - the Manitoba government was recognized as one of Canada's Best Diversity Employers for 2015, as one of Canada's Top Employers for Young People for 2015, and one of Manitoba's Top Employers for 2015
- Coordinate and deliver education and awareness building initiatives to promote diversity and inclusion. During 2015/16:
    - organized five learning events to celebrate internationally and nationally recognized days that promote diversity and inclusion
    - coordinated the final level of training, as part of the Safe Spaces Initiative, to designate participants as Safe Spaces Advisors
        - the Safe Spaces Initiative aims to create safe spaces throughout the Manitoba government where employees can feel comfortable seeking information or discussing gender and sexual diversity issues in the workplace
- Working in conjunction with Human Resource Operations division and client departments, engage in outreach activities throughout the province in order to promote career opportunities within the Manitoba government. During 2015/16:
    - participated in outreach events, including 35 general job fairs, exhibits, and occupation specific career fairs for law enforcement and financial workers
    - delivered 50 information sessions on the Manitoba government's hiring process, 25 for employment serving organizations, 11 for internal employees, and 14 for the general public
    - ongoing consultations with organizations representing persons with a disability to identify candidates for employment opportunities and supports available for employees with a disability
    - continued use of social media to enhance the promotion of job opportunities in the Manitoba government
    - developed a guide to support recruitment in northern Manitoba
    - engaged the employee networks, resource groups and participants of the Ambassadors Initiative in promoting careers in the Manitoba government
    - continued implementation of age-friendly initiatives to recruit and retain older workers
        - this included advertising with Third Quarter, a non-profit organization specializing in recruitment for mature job seekers, and showcasing long-term and second career employee profiles

- Develop and train employees on recruitment and selection practices to ensure appointments are based on the principles of merit, fairness and equity
    - In 2015/16, a total of 83 employees took "Strategic Staffing: Foundations", an e-learning course serving as an introduction and prerequisite to the formal classroom training for managers and human resource practitioners. 92 employees also participated in formal training on recruitment and selection as follows:
        - 17 employees attended Strategic Staffing Skills for Human Resource Practitioners
        - 75 managers attended Strategic Staffing Skills for Managers
- Develop, implement, communicate and support policies and initiatives that promote positive and effective workplaces in government
    - In 2015/16, five policies were reviewed and updated, including Respectful Workplace and Harassment Prevention, Employment Equity in Staffing, and Reference Checks. A new Social Media policy was developed highlighting employee responsibilities for confidentiality and ethical behaviour when using social media platforms.
    - A new electronic application form was implemented to assist candidates in more directly addressing criteria used for screening.
    - An Employee Engagement Survey was conducted in the fall of 2015 to better understand employees' workplace experiences with the goal of improving workplaces and informing human resource practices across government.
- Audit staffing practices of delegated organizations/departments to ensure compliance with delegation agreements and related activities. During 2015/16:
    - two audits of staffing practices of organizations/departments with delegated staffing authority were completed
    - seven applications for delegated staffing authority were reviewed
    - 14 presentations related to staffing audits and delegated staffing authority were made
    - ongoing input and feedback provided to various special project teams
- Review and audit department diversity, inclusion and employment equity performance to reinforce departmental accountability for diversity and inclusion
    - In 2015/16, five department reports were completed and were presented to the Civil Service Commission Board.
- Support employee networks and resource groups that engage and encourage future and representative generations of civil servants
    - These groups are described in Appendix C on page 49
- Provide leadership and coordination in the development of Manitoba Government Accessibility Plan in response to *The Accessibility for Manitobans Act* which requires all public sector bodies to develop accessibility plans by 2016 that are made publicly available and updated every two years.
- Organization and Staff Development (OSD) delivered open-registration and in-house sessions of workshops to meet the common training needs of Manitoba government employees throughout the province. In 2015/16, 4,021 employees attended training workshops or in-department learning events delivered by OSD.
- OSD introduced 11 new online courses to its corporate offerings. OSD logged 17,138 individual online course completions in 2015/16.

- OSD provided management consulting services for organizational development across Manitoba government departments, by providing analysis, advice, and recommendations for management decision-making about effective change management and performance improvement. OSD engaged in 22 organizational development projects in 2015/16.
- In 2015/16, the Respectful Workplace Office (RWO) delivered 29 customized education sessions with 1,748 employees participating and dealt with 104 new cases involving 279 employees.
    - The resolution of these cases included education (29), mediation (3), workplace assessment/intervention (13), individual coaching (29)
    - The RWO also undertook 279 consultation sessions with employees, managers, and human resource staff regarding a variety of workplace issues
    - The RWO developed a suite of new workshops to help employees, managers, and human resource professionals manage respectful workplace issues more effectively

1 (b) Policy, Programs and Learning

Expenditures by Sub-Appropriation	Actual 2015/2016	Estimate 2015/2016		Variance Over/(Under)	Expl. No.
	$(000s)	FTEs	$(000s)	$(000s)	
Salaries and Employee Benefits	2,503	31.00	2,434	69	
Other Expenditures	1,801		2,385	(584)	*1*
Less: Recoverable from other appropriations	(2,067)		(2,556)	489	*1*
Total Sub-Appropriation	**2,237**	**31.00**	**2,263**	**(26)**	

Explanation:

1. The under-expenditure and under-recovery are primarily due to the late start-up of Management Consulting projects which deferred some project completions to 2016/17. In addition, there were no new management consulting, eLearning or training projects entered into during the Election period in 2015/16. Communication expenditures were also paused during this time.

HUMAN RESOURCE OPERATIONS

Overview

Human Resource Operations provides a comprehensive range of human resource services that support and enable managers and employees in their efforts to deliver effective programs to Manitobans, which includes:

- staffing
- pay and benefits administration
- organizational design and development
- employee and labour relations
- employee training and development
- support services for the management of employee illness or injury

Human Resource Operations is divided into six service centres, each headed by a service centre director, as reflected in the organization chart on page 1.

Objectives

The objectives of Human Resource Operations are to provide direct human resource services that support good citizen service and that enable the Manitoba government to:

- staff effectively
- build representative and satisfying workplaces
- develop employee and organization capacity to its full potential

Activities/Results

- Implement and maintain a vision, mandate and values relating to the delivery of human resource services
- Manage the recruitment and selection function. In 2015/16:
    - conducted outreach activities to attract applicants for specific job categories and for regional positions
    - 1,367 competitions for which there were 46,149 applicants of which 7,482 were interviewed (for additional detail see Appendix D on page 54)
    - 2,125 appointments
    - provided information on the recruitment process and feedback to applicants
- Ensure compliance with the Manitoba government values and ethics framework. Conducted formal investigations involving the establishment of an investigation team with representatives of human resources and management of the department. These investigations do not include investigations covered under *The Public Interest Disclosure (Whistleblower Protection) Act,* as these are reported by departments in separate annual reports. In 2015/16:
    - 474 investigations were completed and a total of 510 respondents were investigated[15]

[15] The counts of investigations completed and of respondents investigated do not include any investigations in progress at the end of the fiscal year.

- Investigations conducted related to allegations of misconduct such as: attempted fraud, conflict of interest, harassment and other inappropriate conduct. Of these 474 investigations:
  - 401 of the allegations were substantiated
  - 73 of the allegations were not substantiated

- Establish human resource practices that advance diversity and inclusion goals. In 2015/16:
  - continued working with departmental management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities
  - working in conjunction with Policy, Programs and Learning, participated in career fairs and diversity and employment equity outreach events to further opportunities for entry into government
  - continued to coordinate special events to raise awareness of diversity and employment equity groups and continued diversity training
- Ensure that SAP integrity is maintained and that the functionality is utilized to the fullest extent.
  - maintained employee and payroll records for all Manitoba government employees on behalf of all government departments and maintained comprehensive attendance and payroll information on the corporate human resource/payroll system (SAP)
  - provided information on employee benefits, retirement, death benefits and long term disability to employees
  - conducted an audit of department personnel SAP records
- Ensure the development and training of staff reflects current knowledge and is consistent with government priorities.
  - enhanced the human resource training program
- Provide advice to executive management on the full range of human resource matters (excluding classification services), interpreting policies, assessing current circumstance and future consequences and providing recommendations that are prudent, fair and fully informed.
- Align resources based on changing organizational and operational priorities within government and specific departments fairly and equitably.
  - participated in organizational design consultations and related activities both for clients and within human resources

1 (c) Human Resource Operations

Expenditures by Sub-Appropriation	Actual 2015/2016 $(000s)	Estimate 2015/2016 FTEs	Estimate 2015/2016 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	13,305	192.50	13,430	(125)	
Other Expenditures	1,222		1,097	125	
Less: Recoverable from other appropriations	(332)		(333)	1	
Total Sub-Appropriation	**14,195**	**192.50**	**14,194**	**1**	

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Overview

Internship, equity and employee development programs enable government to recruit and develop staff consistent with organization needs and employment policies, including those that promote a representative workforce. These programs provide distinct training and development opportunities related to the skills and abilities required in the commission, exposure to a variety of business areas in government, networking opportunities and guidance on career development through mentoring relationships.

The Diversity and Inclusion Unit is responsible for the development, management and administration of these programs.

Objectives

The objectives of the internship, equity and employee development programs are to:

- increase diversity and inclusion in the civil service
- increase leadership capacity in the civil service
- increase opportunities for professional development and learning
- support public service renewal and business continuity

Activities/Results

- Develop, implement and manage civil service renewal and diversity programs that recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workplace
- Continued partnership with Manitoba Jobs and the Economy and Family Services in providing paid work experience for youth who have been a ward of the foster care system and are attending post secondary education through the Tuition Waiver / Youth Internship Project
- Continued partnership with Manitoba Jobs and the Economy in implementing Manitoba Works!, a joint employment initiative providing paid work experience for single parents from equity groups in receipt of employment and income assistance
- Continued partnership with Manitoba Children and Youth Opportunities to offer a student-to-employment bridging initiative for students with a disability
- Continued participation in Project SEARCH, a work experience program for high school students with an intellectual disability
- Continued partnership with the RRC Transforming Futures Pilot Project to provide work experience for post secondary students with an intellectual disability and enrolled in the Administrative Assistant or Culinary Arts programs of Red River College

- Participation rates for ongoing programs are as follows:

Internship, Equity and Employee Development Programs	Total participants in the program[16]	Participants hired into government positions	Number of program participants in 2015/16
Internship Programs			
Management Internship Program	**107**	**84**	**11**[18]
Manitoba Diversity Internship Program [17]	**69**	**52**	**8**[19]
Placement Programs			
Career Gateway Program[20]	**632**	**480**	**82**[22]
Placement Stream	**68**	**37**	**35**
Referral Stream	**66**	**66**	**32**
Special Initiatives Stream[21]	**53**	**5**	**15**
Work Experience Program			
Volunteers in Public Service Program[23]	**91**	**43**	**2**
Project SEARCH[24]	**43**	**22**	**13**[26]
RRC Transforming Futures Project[25]	**8**	**N/A**	**8**
Employee Development Programs			
Diversity Employee Development Program (DEDP)[27]	**107**	**N/A**	**26**

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on page 49.

16 Represents current number of participants since program inception

17 Includes 40 participants from the Aboriginal Public Administration Program (APAP) and 18 participants from the Internship Program for Persons with a Disability (IP-PWD) which started in 1999 and 2009 respectively, 30 from APAP and 15 IP-PWD were hired into government positions after program participation. APAP and IP-PWD were redesigned and incorporated into the Manitoba Diversity Internship Program in 2013

18 Includes two Interns hired in October 2013 and are continuing with the program during the FY 2015/16

19 Includes four MDIP Interns hired in the previous intake and are continuing with the program during the FY 2015/16

20 Includes participants from the Career Gateway Program for Members of Visible Minorities (CGP) and Career Assistance Program for Persons with a Disability (CAP-PWD) which started in 2004 and 2001 respectively and had 272 and 173 participants in total; 247 and 125 were hired into government positions, respectively. CGP-VM and CAP-PWD were incorporated into the new Career Gateway Program in 2013

21 Includes Tuition Waiver / Youth Internship Program, Joint Transition Initiative and Manitoba Works! Program

22 Includes 14 CGP participants hired in previous intakes and are continuing with the program during the FY 2015/16

23 Excludes work experience placements for students of educational and training programs of partner organizations

24 Includes summer employment terms through the Student Temporary Employment Program (STEP) administered by the former department Manitoba Children and Youth Opportunities

25 First intake occurred in April 2015

26 Includes five Project SEARCH students from previous intake and are continuing in 2015/16

27 Includes 52 participants from the Aboriginal Management Development Program (AMDP) and 15 participants from the Professional Development Program for Persons with a Disability (PDP-PWD) which started in 1996 and 2011, respectively, and were redesigned and incorporated into the Diversity Employee Development Program in 2013

1 (d) Internship, Equity and Employee Development

Expenditures by Sub-Appropriation	Actual 2015/2016 $(000s)	Estimate 2015/2016 FTEs	Estimate 2015/2016 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	1,102	42.50	2,308	(1,206)	*1*
Other Expenditures	32		86	(54)	*2*
Less: Recoverable from other appropriations	(813)		(1,680)	867	*3*
Total Sub-Appropriation	**321**	**42.50**	**714**	**(393)**	

Explanations:

1. The under-expenditure is attributable to salary cost fluctuations which are due to a number of variables such as: intake start/completion dates; cost recovery arrangements with other departments; early resignation or transfer of program participants to departmental positions; and program completion.

2. Decreased expenditures are due to normal fluctuations in the various programs, as well as the uncertainty of accommodation expenditures, if any, that may be required for employees hired.

3. The under-recovery is due to the fluctuations in salary costs and cost recovery arrangements with other departments.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Overview

The Employee and Family Assistance Program (EFAP) provides counselling and intervention services to Manitoba government employees and their immediate family members who are seeking help with personal or interpersonal problems in their home or work lives. The EFAP also provides this service to 22 other public service organizations under fee for service contracts.

Objectives

Objectives of the EFAP:

- foster and maintain the well-being of employees and their families by providing voluntary and confidential assistance to those who are experiencing problems that impact on their home or work life
- minimize the costs associated with employee absenteeism, illness and poor morale resulting from problems in their home or work life

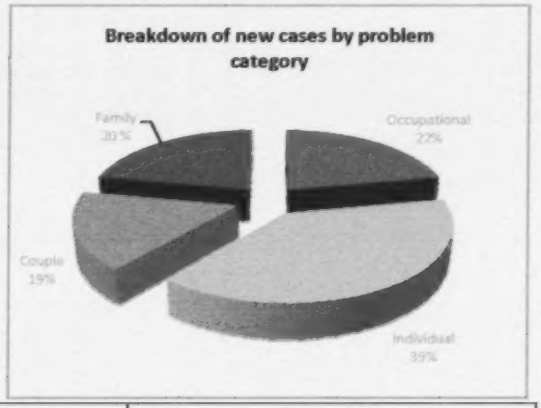
Activities/Results

The services provided by the EFAP are categorized into four broad types:

- Counselling employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital, family and work problems. Employees are encouraged to access the available counselling services.

  In 2015/16, a total of 2,133 cases were dealt with by counsellors, an increase of 98 cases from the year prior.

  The chart demonstrates the breakdown of new cases by category.



- Specialized clinical services:

Clinical Services	2015/16	
	Number of new cases	Number of employees involved
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	6	15
Trauma management (consultations, critical incident debriefing, individual counselling)	18	290
Sexual harassment (consultations, counselling, post-investigation debriefings)	0	0

- Outreach to employees to make them aware of the services available through the EFAP and encourage them to seek EFAP services if needed. In 2015/16:
  - additional emphasis continued to be placed on employee outreach with 19 EFAP information sessions held, attended by 393 employees
  - responded to requests for presentations on various topics with 30 specialized sessions (e.g. sexual harassment, bullying, change transition) and 1,336 employees attended
- Requests from managers for advice which in 2015/16 resulted in 193 consultations.

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 88% of services are provided within the Manitoba civil service with the remaining 12% provided under fee for service contracts to public service organizations.

In 2015/16, a total of 4,348 individual employees or their immediate family members received the services of the EFAP.

1 (e) Employee and Family Assistance Program

Expenditures by Sub-Appropriation	Actual 2015/2016 $(000s)	Estimate 2015/2016 FTEs	Estimate 2015/2016 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	674	8.00	712	(38)	
Other Expenditures	76		76	-	
Less: Recoverable from other appropriations	(129)		(129)	-	
Total Sub-Appropriation	**621**	**8.00**	**659**	**(38)**	

CORPORATE SERVICES
(MANITOBA FINANCE AND CIVIL SERVICE COMMISSION)

Overview

The Corporate Services Division of Manitoba Finance was created as part of a shared services initiative. The division consists of two branches, Finance and Administration Shared Services and Information Communication Technology Shared Services, that support the Civil Service Commission.

The Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of, and accountability for, the department's resources. The branch provides shared services to Manitoba Finance, the Civil Service Commission and Executive Council.

Information Communication Technology Shared Services Branch provides guidance and effective management of Information and Communications Technology (ICT) investments for the Civil Service Commission and Manitoba Finance.

Additional information on the Corporate Services Division - Finance is included in Manitoba Finance's 2015/16 Annual Report.

SUSTAINABLE DEVELOPMENT

The Civil Service Commission continues to place emphasis on environmentally sound practices by providing accessible recycling bins, continuing the use of recycled paper in photocopiers and computer printers, encouraging two-sided printing of documents which is the user default setting and encouraging employees to consider the environment before printing material. Employees are encouraged to use environmentally friendly dishware in the office.

FINANCIAL INFORMATION SECTION

Part A – Operating Expenditure

Civil Service Commission

RECONCILIATION STATEMENT

DETAILS	2015/16 ESTIMATES $000s
2015/16 MAIN ESTIMATES	18,369
2015/16 ESTIMATE	**18,369**

Manitoba Civil Service Commission

Expenditure Summary by Sub-Appropriation

for the fiscal year ended March 31, 2016 with comparative figures for the previous fiscal year ($000s)

Estimate 2015/16		Appropriation	Actual 2015/16	Actual 2014/15	Increase (Decrease)	Explanation Number
	17- 1	CIVIL SERVICE COMMISSION				
	(a)	Executive Support				
477		Salaries and Employee Benefits	479	468	11	
62		Other Expenditures	55	62	(7)	
	(b)	Policy, Programs and Learning				1
2,434		Salaries and Employee Benefits	2,503	2,576	(73)	
2,385		Other Expenditures	1,801	1,514	287	
(2,556)		Less: Recoverable from other appropriations	(2,067)	(1,469)	(598)	
	(c)	Human Resource Operations				
13,430		Salaries and Employee Benefits	13,305	13,263	42	
1,097		Other Expenditures	1,222	1,168	54	
(333)		Less: Recoverable from other appropriations	(332)	(332)	-	
	(d)	Internship, Equity and Employee Development				2
2,308		Salaries and Employee Benefits	1,102	1,735	(633)	
86		Other Expenditures	32	50	(18)	
(1,680)		Less: Recoverable from other appropriations	(813)	(1,278)	465	
	(e)	Employee and Family Assistance Program				
712		Salaries and Employee Benefits	674	658	16	
76		Other Expenditures	76	79	(3)	
(129)		Less: Recoverable from other appropriations	(129)	(130)	1	
18,369		Total 17- 1	17,908	18,364	(456)	

Explanations:

1. Increased operating expenditures and recoveries in 2015/16 are both primarily related to Policy, Programs and Learning's increased demands for management consulting and eLearning contracts (fully recoverable from other appropriations).
2. Decreased expenditures are attributable to a number of variables including intake start and completion dates; early resignation or transfer of program participants; number of placements; and number of interns hired.

Manitoba Civil Service Commission

Revenue Summary by Source

for the fiscal year ended March 31, 2016 with comparative figures for the previous fiscal year ($000s)

Actual 2014/15	Actual 2015/16	Increase (Decrease)	Source	Actual 2015/16	Estimate 2015/16	Variance	Expl. No.
			OTHER REVENUE				
22	21	(1)	(a) Sundry *	21	21	-	
22	21	(1)	Subtotal	21	21	-	
			GOVERNMENT OF CANADA				
9	1	(8)	Canada School of Public Service	1	15	(14)	*1*
9	1	(8)	Subtotal	1	15	(14)	
31	22	(9)	Total	22	36	(14)	

* Sundry revenue is made up of revenue from the Employee and Family Assistance Program services to external clients; as well as miscellaneous revenue.

Explanations:

1. Decreased revenue from the Canada School of Public Service (CSPS) is related to CSPS' movement towards offering a substantial amount of programming on-line, which has reduced the services obtained from Policy, Programs and Learning.

Manitoba Civil Service Commission

Five-Year Operating Expenditure and Staffing Summary by Main Appropriation

for the fiscal years ended March 31, 2012 to March 31, 2016 *

Main Appropriation		2011/12		2012/13		2013/14		2014/15		2015/16	
		FTEs	$000s	FTEs	$000s	FTEs	$000s	FTEs	$000s	FTEs	$000s
17- 1	Civil Service Commission	296.50	18,784	296.50	18,246	286.50	18,508	284.50	18,364	278.00	17,908
Total		296.50	18,784	296.50	18,246	286.50	18,508	284.50	18,364	278.00	17,908

* Adjusted figures reflect historical data on a comparison basis in those appropriations affected by a re-organization during the years under review.

CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2015/16 reporting year. This is the eleventh year in which all Manitoba government departments have included a standardized Performance Measures section in their annual reports.

Performance indicators in departmental annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit https://www.gov.mb.ca/finance/publications/performance.html.

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca.

Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2015/16 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
The increase in the leadership capacity within the commission, by measuring participation in a number of major development initiatives.	Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore it is a key component in the renewal of the civil service. Level of participation in the major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the commission.	Total participants as of March 31, 2006: Certificate in Public Sector Management Program (CPSM) – n/a[28] Essentials of Supervision Certificate Program (EOS) – n/a Office Professionals Certificate Program (OPCP) – 166 have completed the program	Total participants as of March 31, 2016: CPSM – 214 have completed the program EOS – 157 have completed the program OPCP – 250 completed program OPCP was replaced with the new Certificate in Public Sector Office Administration (CPSOA)	Continuing increases for most indicators.	

[28] These programs were introduced subsequent to March 31, 2006. Please refer to program details on page 52.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2015/16 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
		Certificate in Public Sector Office Administration (CPSOA) – n/a[29] Executive Leadership Development Program (ELDP) – n/a	CPSOA - 39 have completed the program ELDP - 26 have completed the program		

[29] These programs were introduced subsequent to March 31, 2006. Please refer to program details on page 53.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2015/16 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
Our progress towards achieving the equity and diversity goals of government, by measuring the number of employment equity group members (women, Aboriginal persons, persons with a disability and visible minorities) as a percentage of total employees.	The commission is accountable for the implementation of the government's employment equity policy and diversity strategy and sets out employment equity benchmarks for four equity groups. The new Manitoba Government Diversity and Inclusion Strategy was announced in November 2014. Benchmarks were changed on April 1, 2015 to reflect the progress in employment equity representation from the previous benchmarks established in 2008, and given current Manitoba labour market and demographic statistics.	Equity groups as a % of the civil service as of March 31, 2006: Women: 53.0% Aboriginal persons: 11.0% Persons with a disability: 2.8% Visible minorities: 4.2%	Equity groups as a % of the civil service as of March 31, 2016: Women: 54.3% Aboriginal persons: 14.4% Persons with a disability: 5.5% Visible minorities: 11% As of 2015/16, women surpassed the revised government benchmark.	Trend data from 2003 to 2016 indicates that overall the representation of women, Aboriginal persons and visible minorities in the civil service is improving but progress towards meeting government goals for persons with a disability remains a challenge.	The workforce includes both active and inactive, regular, term, technical and departmental employees as of dates quoted. The statistics for employment equity group membership are based on employee self-declaration. Benchmarks as of April 1, 2015 are : ▪ Women: 50% ▪ Aboriginal persons: 16% (from 14%) ▪ Persons with a disability: 9% (from 7%) ▪ Visible minorities 13% (from 8%)

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2015/16 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
Employee engagement which is the subject of an employee survey conducted every two years.	Ongoing civil service renewal is required if we are to attract and maintain the talent government needs to meet the public service expectations of Manitobans. One of the ways to keep employees is to engage them in their work and work environment.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%.	There was no employee engagement survey done in 2014. From the 2015 employee survey engagement score: 58.8%	There was a marginal decrease between 2007 and 2015.	The 2015 Employee Engagement Survey included 21 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 12 additional questions.
Our progress towards achieving the equity and diversity goals of government, by measuring the percentage of employees indicating their department values diversity in the employee survey.	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee survey: 65.0% of employees agreed that their department values diversity.	From the 2015 employee survey, 66.2% of employees agreed that their department values diversity. Also in the 2015 survey, 70.4% of employees agreed that they were treated respectfully at work.	Although there was a gradual decrease since 2004, the 2015 score was the highest to date.	The 2015 Employee Engagement Survey included 21 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 12 additional questions.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2015/16 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Provision of consulting and training services that meets the needs of individuals and organizations within the commission, by measuring the number of employees in the commission attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).	Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand-driven service. Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.	Data as of March 31, 2006: 6,470 participants, including employees within the commission and external participants attended training workshops or in-department development events delivered by OSD. The introduction of online training in 2010 was a strategic decision to enable critical corporate training to reach a broader audience with greater cost effectiveness than could be achieved through workshops alone. There were a total of 169 online course completions in 2010/11.	Data as of March 31, 2016: 4,021 employees within the commission attended training workshops or in-department development events delivered by OSD. 17,138 online course completions in 2015/16. Since the introduction of online learning there have been a total of 21,379 course completions to date.	Note that 2005/06 baseline numbers include a large corporate training initiative that involved offering over 50 workshops (over 800 employees) on valuing diversity and communicating with Aboriginal persons. The 2005/06 enrolment counts also include external participants. There has been a decline in attendance at training workshops since 2009/10; however, that decline has been significantly offset by the increase in registrations for on-line learning.	The dramatic increase in online course completions can be attributed to the implementation of an eLearning strategy that provides funds for course development, as well as the designation by the commission that certain courses be mandatory for all employees.

APPENDICES

Appendix A - Definitions

Term	Definition
Casual employee	An employee that normally works less than the full normal daily, weekly or monthly hours of work and whose work is irregular or non-recurring, or does not follow an ongoing, predetermined schedule of work on a regular and recurring basis; or, is hired for a short period of time to perform work in order to prevent stoppage of public business or loss or serious inconvenience to the public.
Contract employee	An employee hired on a contractual basis when a special knowledge or expertise is required but not available within the civil service; objectivity is of particular importance; or the work is of a temporary non-recurring and specialized nature.
Departmental employee	An employee of Manitoba Infrastructure and Transportation or Manitoba Conservation and Water Stewardship whose appointment is designated as departmental due to the nature of the work.
External	Individuals currently not employed in the civil service.
Inactive	Employees that did not receive a pay cheque on the last pay day of the fiscal year for this annual report. Included in this category are seasonal employees subject to recall and various leaves including: long term leave, special leave, educational leave, maternity leave, adoptive leave, parental leave, apprenticeship leave, compassionate care leave, electoral leave, long term disability and suspension.
Internal	Individuals currently employed in the civil service.
Regular employee	An employee who carries out and occupies a continuing function in a Manitoba government program and who has all the rights and privileges of regular status.
Senior managers	Deputy ministers, assistant deputy ministers and equivalents.
Term employee	An employee appointed for a specific term of employment where the term is based on either: a specific period of time; the completion of a specific job; or, the occurrence of a specified event.
Technical employee	Deputy ministers, the Clerk of the Executive Council, the Clerk of the Legislative Assembly and other technical officers appointed by the Lieutenant Governor in Council under section 32 of *The Civil Service Act*.

Appendix B - Total Number of Civil Service Employees at March 31st

	Fiscal Year		
	2013/14	2014/15	2015/16
Number of Civil Service Employees	14,815	14,701	14,876

By Department for 2015/16

Department	As at March 31, 2016
Offices of the Legislative Assembly	186
Executive Council	25
Aboriginal and Northern Affairs	80
Agriculture, Food and Rural Development	346
Children and Youth Opportunities	78
Civil Service Commission	246
Conservation and Water Stewardship	941
Education and Advanced Learning	481
Family Services	1,965
Finance	1,377
Health, Healthy Living and Seniors	1,437
Housing and Community Development	154
Infrastructure and Transportation	1,903
Jobs and The Economy	455
Justice	4,133
Labour and Immigration	360
Mineral Resources	89
Multiculturalism and Literacy	17
Municipal Government	256
Tourism, Culture, Heritage, Sport and Consumer Protection	330
Other Non Core Enterprises	17
Total	**14,876**

** Includes Public Schools Finance Board and All Charities.*

Appendix C - Renewal and Diversity Recruitment, Development and Retention Programs

Internship and placement positions funded from sub-appropriation 17-1(d) Internship, Equity and Employee Development:

Management Internship Program (MIP)

This program is designed to proactively recruit individuals who have recently graduated with a public sector focus from an accredited educational institution and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through an 18-month internship.

Since the program began in 1996, 107 individuals have participated in the program with 84 obtaining positions within the civil service. Nine participants have started their internships in 2015/16.

Manitoba Diversity Internship Program (MDIP)

This program is designed to proactively recruit individuals who self-declare as a person with a disability, Aboriginal person, or a visible minority. The recruitment focuses on position/occupation specific placements and is designed to assist departments with renewal challenges while helping address difficult to recruit positions and diversity goals.

Following the successful completion of the one-year internship program, interns are eligible for a regular appointment in the role, function and full working salary level for which they interned.

Since the program began in May 2013, 11 individuals have participated in the program with seven transitioning into regular positions within the civil service. In 2015/16, four individuals have been selected to participate in the program.

Career Gateway Program (CGP)

The program was established in May 2013 to recruit and introduce Aboriginal persons, visible minorities or persons with a disability to the systems and processes of government. The program provides eligible candidates with opportunities to develop skills and experience so that they may successfully compete for a career within the civil service or appointed upon satisfactory performance. The program has three streams – Placement, Referral and Special Initiatives.

Under the Placement stream, the commission provides FTEs and/or funding to departments which enables term employment during placements of three (most common) to 24 months. Through the Referral stream, the program refers pre-screened candidates to departments with ongoing competitions or vacant positions for which the individuals either compete, or are directly appointed if there are no other qualified applicants.

To further enhance this program, the Special Initiatives stream was developed to allow employment equity members with multiple barriers gain short term employment with the Manitoba government. Initiatives include the Manitoba Works! program for single mothers who are recent recipients of employment and income assistance, the Tuition Waiver / Youth Internship Program for youth who have been a ward of the foster care system and attend post-secondary education, and the Joint Transition Initiative for past participants of MB4Youth's Career Options for Students with Disabilities.

Since 2013, 187 individuals have participated in this program including 68 from the Placement stream, 53 from the Special Initiatives stream and 66 from the Referral stream. 42 of the 121 individuals who participated in the Placement and Special Initiatives streams had transitioned to positions in the departments. In 2015/16, 32 individuals have been hired through the referral stream and 36 individuals from the two other streams.

Volunteers in Public Service Program (VIPS)

This program provides visible minorities and immigrants with volunteer public service work experience aimed to sharpen their skills and experience in a Canadian workplace, further develop their language skills, and gain references for their future job search. Placements are either full time for six weeks or 15 hours per week over a three month period.

Since the program began in 2003, 91 individuals have participated in the program with 43 individuals obtaining positions within the civil service following their volunteer experience. Two individuals have participated in 2015/16.

Project SEARCH – High School Transition Program for Students with an Intellectual Disability

This initiative was implemented in 2011/12 to provide on-site work experience opportunities for youth with an intellectual disability to best prepare them to achieve the goal of competitive employment. It is a unique, one-year school-to-work transition program that takes place entirely at the workplace during the student's final year of high school studies. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations.

This initiative is delivered through partnership between the Manitoba government and Manitoba Hydro, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

Since 2011/12, the Manitoba government has provided work experience to 43 out of the 47 students enrolled in the program, with 22 students obtaining casual, term or student temporary employment (STEP) positions after their placements. Eight students have been placed in the Manitoba government in 2015/16.

Red River College (RRC) Transforming Futures – College Program for Adults with Intellectual Disabilities

The RRC Transforming Futures Pilot Project was launched in 2014/15 with the first program intake occurring in April 2015.

The initiative is a partnership between Red River College and several employers in the public and private sectors. It provides an opportunity for post-secondary students with intellectual disabilities and desire to pursue Administrative Assistant or Culinary Arts programs with Red River College to learn in an inclusive, supportive environment and to examine career options based on personal skills and interests.

During the first intake, the Manitoba government has provided work experience to eight out of the 22 students enrolled in the program.

Employee Development Programs:

Diversity Employee Development Program (DEDP)

This program was launched in 2013/14, with the first program intake occurring in February 2014. This is a one-year development program for existing regular employees of the government who have demonstrated leadership potential and who self-declared as an Aboriginal person, a visible minority, or a person with a disability.

Since the program began in 2013/14, there have been 40 participants. 14 employees have completed the program and continued their employment with the civil service as at March 31, 2016. 26 employees are currently in the program. While promotion is not a primary objective of the program, two of the participants have successfully competed for promotional opportunities.

Programs Designed to Engage and Encourage Employees:

New Professionals Network (NPN)

This program brings new professionals together to connect, learn and grow as they progress with professional, personal and career development. It is open to all civil servants who self identify as a new professional. Events and activities include an annual conference, workshops, information sessions, networking events and regular communication through newsletter, website and publications.

This program started in 2005 and currently there are 1,141 members from across all government departments and all regions of the province.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Aboriginal employees in the Manitoba government. Touchstone began in January 2006 and has 208 members from various government departments. The group is formed of more experienced employees as well as newcomers to the Manitoba government, and relies on the abilities of more experienced Aboriginal employees as mentors and role models to support the development of other employees as they progress through their careers in the civil service. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

Visible Minority Network (VM Net)

VM Net connects its members which are primarily visible minorities and immigrants for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. There are 173 registered members from across government departments, and 308 on its distribution list. Learning events, summer and holiday potlucks, on-site language translations, citizenship court ceremony receptions, representation in Manitoba career fairs, and informal mentorship to professional immigrants are among VM Net's activities since it was formed in 2006 by participants of the Career Gateway Program for visible minorities.

Civil Servants with Abilities Network (CSWAN)

CSWAN was launched in December 2014 as a new employee resource group that supports employees with a disability. It is a network led by volunteers within the civil service, to support persons with a disability with professional and personal career development and has approximately 80 members. It is also a resource for those in the civil service who support the career development of their colleagues with a disability.

Leadership Development Programs delivered by Organization and Staff Development:

Enterprise Talent Management (ETM)

Enterprise Talent Management (ETM) is an initiative of the Clerk of Executive Council launched in June 2015, supported by Policy, Programs and Learning. The program is inclusive of all Assistant Deputy Ministers (ADMs), and, for departments with less than two ADMs, participation by an appropriate number of Executive Directors. The program includes the following key components:

- Confirmation of a standardized ADM knowledge, skills and abilities profile
- Development of individual ADM profiles
- Assessment of ADM positions to determine complexity and scope
- 360 degree assessment of ETM program participants
- Talent management panel discussions for participants to receive feedback from Deputy Ministers, the Clerk of Executive Council, and the Civil Service Commissioner
- Strategic learning events in support of executive development and relationship building
- Improvements to recruitment and assessment methods for ADM positions

There are 56 participants in the program.

Executive Leadership Development Program (ELDP)

The Executive Leadership Development Program (ELDP), a corporate development program for Director/Executive Director level employees across departments, was designed to prepare participants for the executive role and to ensure capacity at the executive leadership level in the Manitoba government. The focus for the program was informal learning and included facilitated group discussions, case studies, peer mentoring, and an executive leader speaker series offered throughout the program year. Participants also engaged in personal self assessments, completed team project assignments and developed a strong peer network, continuing to meet informally to strengthen their peer network. Participants also learned 'on the job' through coaching and mentoring opportunities with senior executive leaders.

26 Directors/Executive Directors were selected to participate in the one-year pilot offering, which concluded in March 2014.

Certificate in Public Sector Management (CPSM) Program

This 18-month program provides mid-managers and professional staff with an opportunity to build management skills and develop political acumen while acquiring post-secondary credentials and transferable credits toward a university degree. Participants are selected by departments.

This program began in 2008/09 with 214 individuals completing the program to date. In 2015/16, 38 new participants enrolled in the program.

Essentials of Supervision Certificate (EOS) Program

This program provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff while acquiring transferable credits toward a university diploma or certificate. Participants attend five two-day modules of skill-based training (or condensed "Boot Camps") offered several times each year through Organization and Staff Development. Participants may apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

This program began in 2008/09 with 157 individuals completing the program to date. There are currently 151 participants enrolled in the program.

Participants also have the option to complete individual course modules without enrolling in the whole certificate program. To date, there have been 4,524 individual course completions in the components of the EOS Program.

Certificate in Public Sector Office Administration (CPSOA)

This three-year professional development program is for office administrative staff to enhance knowledge, attitudes and self management skills for personal and professional growth within the public sector while acquiring transferable credits towards a university diploma. The CPSOA emphasizes communication *proficiency, internal and external service excellence, organizational skills, creative thinking and problem* resolution, all with a focus on working within a government environment.

The CPSOA consists of an orientation for the participant and her/his manager followed by a five-day intensive core week. After completion of the core week, the participant has four days of identified electives to complete the program.

This program began in March 2011. Currently, there are 45 individuals participating in this program while 39 participants have completed the program to date.

Office Professionals Certificate Program (OPCP)

This program provides administrative and support staff with skills and competencies to increase their confidence and contribution to the workplace while acquiring post-secondary credits and transferable credits towards a university diploma. Participants attend ten days of training through workshops offered by Organization and Staff Development, and have five years to complete the workshops. Registrations are no longer being accepted for the OPCP as a new certificate program for office professionals has been introduced: Certificate in Public Sector Office Administration (CPSOA). Those currently enrolled in the OPCP still have five years from the date of their registration to complete the program, or may choose to transfer into the new program. The OPCP will continue to be a recognized certificate program.

Since this program began, 250 participants have completed the program. As this program formally concluded on March 31, 2015, those remaining in the program have been encouraged to complete program requirements and/or transfer to the CPSOA.

Appendix D - Competition Statistics

3 Year Comparative Total

In 2015/16 there were a total of 1,367 competitions for positions within the commission with a total of 46,149 applications for these positions, or an average of 34 applications per competition.

The following table provides a breakdown between internal and external applicants.

	Fiscal year ending March 31st		
	2013/14	**2014/15**	**2015/16**
Competition Totals	**1,103**	**1,027**	**1,367**
Applications received:			
Internal	6,495	5,710	7,082
External	26,219	25,028	39,067
Total	**32,714**	**30,738**	**46,149**
Applicants interviewed:			
Internal	2,270	2,018	2,541
External	3,300	3,418	4,941
Total	**5,570**	**5,436**	**7,482**
Appointments:			
Internal	736	639	859
External	868	884	1,266
Total	**1,604**	**1,523**	**2,125**

Shown graphically as a percentage of the total: